



**CALIFORNIA
HIGH-SPEED RAIL
AUTHORITY**

Responses to Questions Posed by California State Legislature

California High Speed Train Project

February 14, 2011

Background

During its 2010 legislative session, the California State Legislature, as part of the 2010/2011 Budget, identified a set of five questions regarding the performance of various aspects of the California High Speed Rail Authority's program. These questions were subsequently vetoed by then Governor Schwarzenegger.

The Authority consulted with the Senate Budget Committee and on January 29, 2011 submitted a memo to the Senate Budget Committee (copy attached) proposing that the Authority would submit responses to three of the five questions, covering 4 issues, by February 14, 2011. The Senate Budget Committee concurred with this approach and this report responds to those first four questions.

Further the Authority advised it is preparing two documents during this year to meet Legislative requirements and that these documents would respond to the remaining two questions. The Authority proposed that these two responses be deferred and addressed in those documents, specifically, in the:

- Funding Plan, which is required to support the release of Prop 1A bond funds and which will be submitted by February 14, 2011
- 2012 Business Plan, a draft of which will be issued before October 14, 2011 and a final submitted to the Legislature by January 1, 2012

The Senate Budget Subcommittee #2 concurred with this approach. The Assembly Budget Subcommittee #3 noted this approach.

This report includes the responses to the following three questions as well as attachments which further document these responses. The three Legislative requests for information were:

1. A report on contract expenditures for community outreach, including detail by type of expenditure and activity. Detail on meetings by segment and community and a summary of correspondence, e-mail, media, Internet Web site, and other outreach efforts shall be included in the report.
2. A copy of the strategic plan that the authority is developing pursuant to the requirements of the State Administrative Manual. A report on the performance of the Program Manager Contractor. The authority shall indicate all measures it has taken to address the findings and recommendations of the Bureau of State Audits April 2010 report, how the authority evaluates the performance of the contractor, and what those evaluations suggest in terms of resolution to the deficiencies noted by the auditor.
3. A report on how the authority has addressed other recommendations of the Bureau of State Audits not otherwise covered by this provision.

1. A report on contract expenditures for community outreach, including detail by type of expenditure and activity. Detail on meetings by segment and community and a summary of correspondence, e-mail, media, Internet Web site, and other outreach efforts shall be included in the report.

Since the most recent formal report to the Legislature – the 2009 Report to the Legislature – much has changed in the Authority’s statewide approach to outreach and communications activities, as well as to the team conducting that work.

In 2009, statewide outreach and public information functions were subcontracted through the Program Management Team (PMT); subsequently, a RFP was issued and those services were brought directly under the direction of Authority’s State executive staff. In February 2010, a contract was executed with Ogilvy PR Worldwide, after a competitive bid evaluation was conducted.

Since that time, much has been accomplished to bring uniformity and consistency to the information being disseminated by the high-speed rail project statewide, to improve the Authority’s responses to inquiries from stakeholders and members of the public, to more frequently encourage interaction between Authority Board members and executive staff with members of the Legislature and their staff, and to ramp up online activities to improve a dialog with the public about the development of the High-Speed Rail project.

- In the past ten months (March 2010-January 2011), under the direction of Ogilvy PR, outreach teams throughout the state averaged approximately 90 outreach meetings per month (with stakeholders, municipalities, and diverse communities including public meetings). These are arranged in three regions, namely Southern California, the Central Valley and Northern California. Such meetings are needed not only to meet the legal requirements of the environmental process, but also to inform stakeholders about the project [details later].
- In the first ten months of the Ogilvy contract (February 2010-November 2010), the statewide outreach and public information team billed approximately 12,000 hours or the equivalent of seven PYs. Due to the importance of the account Ogilvy offered to provide more than 1/6th of these hours pro bono [details later].

Significant activities since the December 2009 Report to the Legislature include:

- Transition to Ogilvy PR Worldwide.
- A revamped Web site was developed and launched improving transparency and access to project documents and public records.
- Introducing a social media presence for the project. Work continues.
- Drafting and distributing uniform materials for use statewide.
- Increased contact to local elected officials, congressional delegates in Washington DC and state legislation.
- Increased coordination between the Authority and federal partners. Strong cooperation built up with the Federal Railroad Administration [FRA] and state and federal resource agencies.
- Increased coordination with regional transportation agency partners to synchronize information.
- Interaction with business councils, labor representatives, suppliers, potential contractors, international partner associations (with whom we exchange and benchmark our processes), freight

railroads, power utilities, representatives of the agricultural community, minority and small business representatives, trade associations, support and opposition groups, financiers, potential operators, embassies and consulates.

- Proactive and responsive activities related to the press, which includes the daily press, TV, news and trade press, local, national and international.
- Participation and preparation of the Authority's public board meetings.
- Preparation of all documentation and presenters to public conferences and presentations and support of such presenters.

In 2011, in addition to sustaining aforementioned efforts, outreach and public information activities will also focus on:

- Issuing Draft and Final EIR/EIS documents and the public review of multiple documents, including managing the associated public reactions, public meetings and board meetings.
- Aiding in the procurement process for the initial construction section by ensuring the broad dissemination of RFEI/RFQ/RFP information to private industry, and managing the reactions and setting up supplier forums.
- Advocating for an ongoing federal funding stream for high-speed rail.
- Supporting the preparation of key public documents including reports to the Legislature.

Overview of the Authority's Communications and Outreach Operation

The Authority has three major areas of focus and responsibility related to outreach and public information:

- Affected Communities - Public information and outreach to those potentially affected by the high-speed rail project, in communities along the planned route, as related to the state and federal environmental review processes (for the 10 sections of the project / 3 regions of the state).
- Statewide - Statewide outreach to all Californians, in accordance with the Authority's role as a statewide entity implementing an infrastructure project that crosses the majority of regions in the state, ensuring a common messaging for the overall project.
- Supplier & International - Outreach to private sector as well as to an international audience to maximize interest in the project, so as to encourage maximum interest in the bidding process, and to maximize interest in the private investment in the project.

The Authority's outreach and public information operation is organized as follows:

- Local Outreach Teams (subcontracted to the Regional Consultants) – 1 team for each of the 10 individual environmental review teams, situated in various locations throughout the state.
- Statewide Public Information and Outreach overlay (Ogilvy) – Includes a regional lead in Southern California, Bay Area and the Central Valley to coordinate with local teams, and a project manager embedded within the Authority's offices and staff in Sacramento since January 2011. Other support functions are offered on an "as-needed" basis by the Ogilvy Sacramento office.
- Governmental Affairs - State legislative affairs and federal policy and budget monitoring.

Additionally, the Authority employs two state staff related to communications and outreach:

- Deputy Executive Director for Communications, Policy and Public Outreach– manages the Ogilvy contract and directs external affairs
- Public Information Officer I - press secretary

Outreach Activity in 2010

The Authority's outreach consultants participated in an average of approximately 90 meetings per month throughout the state in 2010. These include public meetings and open houses sponsored by the Authority, as well as community meetings, city council and board of supervisors meetings, individual stakeholder groups, and working groups with municipal staffs and regional transit entities. (See attached spreadsheet).

These meetings do not include outreach conducted by members of the Authority's Board of Directors or its executive staff, which increased in number over the calendar year and specifically the latter half of 2010 following the appointment of a Chief Executive Officer. Many of these meetings were also planned and staffed by either the 2 Authority staff, or by representatives of the Communications & Outreach contractor.

The major events around which outreach activities, presentations, announcements and/or meetings were organized in 2010 were:

- Preliminary and Supplemental Alternatives Analysis Reports: These reports represented an additional, not required, public step in the environmental process employed by the Authority as a means to gather additional public input and participation. Reports were released over 2010 in each of the Phase I project sections, as an intermediary step which would finally lead to the Draft EIR/EIS, with more stakeholder inputs.
- The competition and award of federal funds: In three rounds in 2010, the Authority applied for and was awarded federal funds, totaling nearly \$3.6 billion federal funds for high-speed rail development directed to California (35 percent of all available funds). Every application required stakeholder meetings, board meetings, announcements, media interaction, and synchronization with the FRA, Legislators, Board Members, and the market.
- Board meetings and actions: Monthly public Board meetings represent a regular means of disseminating information to an interested audience and gathering input from the public. The Authority's Board meetings are generally attended by 100-300 members of the public and viewed online simultaneously by another audience of roughly the same magnitude.
- Web site revamp and other electronic-based outreach: Ogilvy oversaw a revamp of the Authority's Web site, the introduction of social media tools, and the implementation of email distribution software enabling better electronic communications with stakeholders.

Below is a summary of many of the other activities and tasks completed by the Ogilvy statewide team:

- Participated at weekly Staff Meetings.
- Created and managed an outreach calendar.
- Consulted on major announcements: audits, CEO announcement, funding applications and announcements, ridership critique.
- Conducted regular media monitoring.
- Managed Strategic Advisory Group Meeting.

- Written materials and letters prepared, presentation materials prepared.
- Formed stakeholder outreach efforts to specific stakeholder/interest groups: environmental, workforce development, small businesses, etc.
- Assisted with events surrounding international MOU signings.
- Conducted quantitative market research.
- Created publication material for stakeholder newsletters and regular e-mail distribution.
- Participated in events such as National Train Day and other special events (e.g., county fairs).
- Managed requests for speakers, including coordinating logistics and developing presentations.
- Implemented a more advanced database system and converged all regional databases into one system for e-mail communication.
- Established e-mail management process and protocols for section teams.
- Developed uniform fact sheets and other materials (many translated into Spanish and other languages).

Attachments

Attachment 2 - HSRA Meetings Spreadsheet

Attachment 3 - 2010 Ogilvy Hours by Task

2. **A copy of the strategic plan that the authority is developing pursuant to the requirements of the State Administrative Manual. A report on the performance of the Program Manager Contractor. The authority shall indicate all measures it has taken to address the findings and recommendations of the Bureau of State Audits April 2010 report, how the authority evaluates the performance of the contractor, and what those evaluations suggest in terms of resolution to the deficiencies noted by the auditor.**

- ***California High Speed Rail Authority Strategic Plan 2010-2013***

In Month/Year the Authority developed its Strategic Plan a copy of which is attached.

This strategic plan serves as a road map for the Authority in our mission to deliver the nation's first high-speed rail system to the people of California. The Authority's strategic goals are to plan for and manage this major public works project effectively and to manage our organization in a manner that successfully supports the project.

For each of these goals, the Authority has developed a series of time-bound performance measures—specific and measurable milestones for meeting its goals. The Authority also identified strategies that articulate how it will achieve these performance measures. As it pursues these strategies over the next three years, it will monitor their impact on performance, report progress to the Board on an annual basis, and adjust its strategies—where necessary—to ensure success.

- ***Program Manager Contractor Team (PMT) Performance/Measures Taken in Response to Bureau of State Audits April 2010 Report Regarding PMT Performance***

The Bureau of State Audits (BSA) Report identified various concerns associated with the progress of the project and made ten specific recommendations as to how those concerns might be addressed. One issue identified by the BSA was that some of the Monthly Progress Reports, issued by the Program Manager Contractor (PMT) to provide a summary of program status, contain inconsistent and inaccurate information. The BSA made the following recommendation regarding that concern, specifically:

“In order to ensure that staff receives relevant information on the status of the program, the Authority should amend the project oversight consultant's work plan to include a critical review of the progress reports for accuracy and consistency. Authority staff should also request that the Program Manager revise its progress reports to include information on the status of contract products and services.”

Just prior to the issuance of the BSA Report in April 2010, the Authority secured the services of a Program Management Oversight team (PMO) by contracting with the well-respected consulting team of TY Lin. The main responsibility of the PMO is to monitor the progress of the program as a whole, and the activities of the Program Management Team (PMT). The PMO has been monitoring the services of the PMT since mid-January 2010.

The PMO's scope of services includes oversight of each of the major functions of the PMT, and the program, in the following categories:

- Operations
- Engineering
- Environmental

- Regional management

The PMO conducts monthly Progress Audits for each of these functions to monitor the PMT's performance.

Following the issuance of the BSA Report, and as noted in the Authority's 60-day response to that Report, the Work Plan of the Program Management Oversight consultant includes the provision requiring the critical review of the Program Management Consultant's progress reports. In addition to reviewing those reports, the PMO is tasked with review of the PMT's invoice submittals to monitor adherence to scope, schedule and budget.

In addition, the PMT has revised its progress report process and format to ensure that the reports accurately reflect the project status or project products and services.

The PMO has been regularly performing critical reviews for accuracy and consistency of each monthly Progress Report and invoice package submitted by the PMT. The PMO submits written comments to the Authority each month on both the Progress Report and invoice. The Authority forwards the PMO's comments to the PMT for a written response.

As a result of these actions and other efforts, the PMT's Monthly Progress Reports have improved significantly. The reports are now more concise while also providing additional detail including Cost Performance Reports based on earned value methodology and detailed status reports on all deliverables (products and services) and those behind the baseline schedule specified in the PMT's negotiated and approved Annual Work Program.

In addition to the added oversight by the PMO as requested by the BSA, the following has been done to further strengthen the performance of the PMT:

- The Program Director position was strengthened by allocating this position to Major-General (Ret) Hans van Winkle, a well experienced "Mega-Project" program management executive with many years of US Army Corp of Engineers experience around the globe.
- Additional expertise has been added to the PMT in the form of Mr. John Popoff and Mr. Mike Gillam, each with >15 years of high-speed rail construction experience from Taiwan and China.
- Other experienced managers have been added to the team, in the areas of Environmental Management, Planning, Scheduling, Contracts, Costing and US Railroads.

The team in place today is much better equipped to meet the challenges of the project.

Attachments

Attachment 4 - California High Speed Rail Authority Strategic Plan 2010-2013

Attachment 5 - Performance Report on the Project Management Consultant, prepared by the PMO dated February 11, 2011 to respond more fully to this question

Attachment 6 - Regional Consultant Invoice Review Policies & Procedures

3. A report on how the authority has addressed other recommendations of the Bureau of State Audits not otherwise covered by this provision.

As part of its April 2010 Audit, the BSA made ten recommendations related to the specific issues and concerns identified in its report.

To date, the Authority has provided two responses to these recommendations – a 60-Day Response and a 6-Month Response. The Authority is currently in the process of preparing a One-Year Response which is due, and will be submitted in April 2011.

Below is the 60-Day Response to each of the ten recommendations (note that responses 7 and 8 related to the Project Management Consultant's performance are also addressed elsewhere in this report but are also included here to show all ten responses):

Recommendation 1

To ensure it can adequately respond to funding levels that may vary from its business plan, the Authority should develop and publish alternative funding scenarios that reflect the possibility of reduced or delayed funding from the planned sources. These scenarios should detail the implications of variations in the level or timing of funding on the program and its schedule.

Response

The Authority is currently in the process of hiring new financial consultants, something which has been planned for some months now. The new consultants should be approved at our Board Meeting on October 20, subject to the passing of a State budget. These new consultants will assist to develop the alternative funding scenarios. As we noted in the 60-day response, we will provide the full set of alternative funding scenarios in the final response.

Recommendation 2

In order to adequately plan for private investment, the Authority should further specify the potential costs of planned revenue guarantees and who should pay for them.

Response

The Authority continues working with the financial and legal consultants to provide a discussion of revenue guarantees, although this will be enhanced once new financial consultants are under contract.

Recommendation 3

In order to respond effectively to circumstances that could significantly delay or halt the program, the Authority should assure that it implements planned actions related to managing risk.

Response

On July 7, 2010, the Legislature added an additional management position designated by the Authority as Deputy Director, Risk Management. The position will assume responsibility for risk management for the entire project. While the position has been approved as indicated in the Fiscal Year 2010-2011 Department of Finance Change Book, the Authority has not been able to establish the position for lack of an approved Fiscal Year 2010-2011 budget. When the budget is approved, the Authority will move forward with the steps necessary to fill the position with the expectation that the position will be filled by date the Authority submits the final audit response.

The Authority included in its Fiscal Year 2010-2011 budget a request for two audit positions and received authorization for the positions. Authority staff has developed the duty statement for one of

the positions but, due to the lack of staff, has not yet developed a duty statement for the other audit position. Further, due to a lack of a State budget and the current freeze on hiring, the Authority has not begun the hiring process. After passage of the budget, the Authority will evaluate its current staffing to determine the earliest practicable time to fill the audit positions.

Recommendation 4

To avoid possible legal challenges, the Authority should ensure that the peerreview group adheres to the Meeting Act or seek a formal opinion from the Office of the Attorney General regarding whether the review group is subject to this act.

Response

The Authority staff continues to work with legislative contacts to obtain clarification of the law. It is the Authority's expectation that adequate clarification will be obtained for inclusion in the final audit response.

Recommendation 5

To ensure that it does not run out of funds for administrative and preconstruction activities prematurely, the Authority should track expenditures for these activities and develop a long-term spending plan for them. It should also develop procedures and systems to ensure it complies with Recovery Act requirements.

Response

As noted in the Authority's 60-day response, the computer system has been enhanced to include systems for tracking administrative versus project expenditures and for compliance with Recovery Act requirements. The system enhancements went online in May 2010 and full operational capability was contingent on the timeframe necessary for a complete historical record of the Authority's contracting and budgeting data to be entered into the system. At present, the Authority is working with the system contractor to resolve issues concerning the identification and numbering protocols for document location within the system. However, due to a lack of staff at the appropriate level, the Authority has not been able to provide sufficient policy guidance to staff regarding key elements of the system. The Authority expects to have resolution of the document identification and numbering issue by December 2010 so that document and data entry can commence. Subject to the approval to hire staff, full system operability is expected before the submission of the final audit response.

The Authority's readiness for receipt of Recovery Act funds is under review by the Inspector General. Staff of the Inspector General's office is reviewing the Authority's 60-day response to the Bureau of State Audits report and expects to complete its review before the timeline for submission of the 6-month response.

Recommendation 6

The Authority should participate in the development of key policy documents, such as the authority's business and strategic plans. Further, Authority members should adhere to their policies and procedures, including those outlining how they may communicate with contractors.

Response

For sake of clarity we assume that "the Authority" referred to in this recommendation, is the Board of the Authority. On July 1, 2010, the Authority submitted to the Board a recommendation that it adopt

as its key policy documents the Business Plan and the Strategic Plan. On August 5, 2010, the Board adopted that recommendation within its amended policies and procedures.¹²

The amended policies and procedures, at page 5, Article IV, paragraph 5, include a provision requiring that Board members communicate with contractors through the Chief Executive Officer.

Recommendation 7

In order to ensure that staff receives relevant information on the status of the program, the Authority should amend the project oversight consultant's work plan to include a critical review of the progress reports for accuracy and consistency. Authority staff should also request that the Program Manager revise its progress reports to include information on the status of contract products and services.

Response

As noted in the Authority's 60-day response, the work plan of the project management oversight consultant has been amended to include provisions requiring the critical review of the program management consultant's progress reports. The program management consultant has revised its progress report format and process to ensure that the reports accurately reflect the project status or project products and services.

Recommendation 8

To determine if it is paying invoices that accurately reflect work performed, the Authority should ensure that staff adheres to controls for processing invoices. For example, staff should not pay invoices from regional contractors until they receive notification from the Program Manager that the work billed has been performed, or until they have conducted an independent verification.

Response

The system for invoice review, verification and approval developed by the Project Manager and referenced at *footnote 9* in the 60-day response is now in use for the Project Manager's and the Authority's review and approval of invoices from Regional Contractors. The Project Manager now submits a signed copy of the approval form, referenced at *footnote 10* in the 60-day response, with each invoice indicating that invoices have been thoroughly reviewed and approved by Regional Managers. The process is detailed in the Contract Administration Manual attached to the response to *Recommendation 10*.

Recommendation 9

To ensure that it does not misuse public funds and can hold contractors accountable, the Authority should adhere to conditions of its contracts and work plans, and make any amendments and modifications in writing.

Response

As noted in the 60-day response, the AECOM contract has been amended adding the Vision California task to the scope of work.

On September 10, 2010, final approval was reached on a contract amendment to the Project Manager contract requiring the contractor to bill using an adjusted field overhead rate.³

¹Recommendation to Board to amend policies and procedures

²Amended Board policies and procedures

³Contract amendment

Recommendation 10

To determine if payment controls are implemented, the authority should ensure its written policies and procedures reflect intended controls over invoice processing and offer sufficient detail to guide staff. These procedures should include steps for documenting implementation of invoice controls.

Response

Authority staff has amended its *Contract Administration Manual* to include procedures for documenting implementation of invoice controls. A copy of the revised manual is attached.⁴

General Response

The tasks of managing, controlling and oversight of the program remain a challenge for the Authority, as the project continues to evolve, and the hire of additional competent and experienced staff (as was envisaged in the budget and planning) has not been authorized, due to the lack of a State budget, and the subsequent hiring freeze announced by the Governor.

⁴Contract Administration Manual

ATTACHMENTS

Attachment 1



**CALIFORNIA
HIGH-SPEED RAIL
AUTHORITY**

DATE: January 29, 2011

TO: Chairman and Members: Senate Budget Committee Sub #2

FROM: Roelof van Ark, Chief Executive Officer

RE: Recommended responses to the Questions asked by the Legislature, but vetoed by Governor Schwarzenegger:

The Authority continues to be hampered by a lack of staff and their inability to hire staff. However the Authority remains aware of the need to communicate and update the Legislature and to respond to their special requests. As far as the individual questions vetoed by the governor are concerned the following is recommended:

1: Information which can be supplied within 2 weeks:

The Authority will submit responses to the following 3 questions within 2 weeks:

- (a) A report on contract expenditures for community outreach, including detail by type of expenditure and activity. Detail on meetings by segment and community and a summary of correspondence, e-mail, media, Internet Web site, and other outreach efforts shall be included in the report.*
- (b) A copy of the strategic plan that the authority is developing pursuant to the requirements of the State Administrative Manual. A report on the performance of the Program Manager Contractor. The authority shall indicate all the measures it has taken to address the findings and recommendations of the Bureau of State Audits April 2010 report, how the authority evaluates the performance of the contractor, and what those evaluations suggest in terms of resolution to the deficiencies noted by the auditor.*
- (c) A report on how the authority has addressed other recommendations of the Bureau of State Audits not otherwise covered by this provision.*

2: Information which will be part of Legislative reports which are being prepared during the year 2011:

The Authority is in the process of producing two documents to meet Legislative requirements during the year, namely:

- (a) A funding plan required to support the release of Prop 1A bond funds: this will be available by 1 October 2011.
- (b) An updated Business Plan, which will be available by 1 January 2012.

Both these reports will address the two questions (d) and (e) below. In fact these two questions cannot be replied to in isolation, as their responses are mainly dependent on the way the HSR project is rolled out and developed. The latest decision to begin construction in the Central Valley forms the basis to determining the way the project would move towards a few alternative "Initial Operable Section" scenarios, which in itself is the crux of determining how to ensure continued federal and state funding, and bring in the first private funding. Private funding, and the willingness of private operators to accept ridership risk, is very much dependent on such information (i.e. data about such Initial Operable Section alternative). These are today being determined. The (to be contracted) new Financial Advisors, Price Waterhouse Coopers, brings a vast amount of global knowledge of similar high-speed rail projects around the world, and will be instrumental in participating in formulating the Funding Plan and Business Plan as mentioned before, based on these scenarios. In parallel, the market will be requested to comment to their willingness to participate in such project scenarios.

- (d) A financial plan update with alternative funding scenarios. To mitigate risk, the authority shall report on alternative funding options if no significant federal funds are received beyond the American Recovery and Reinvestment Act and no revenue guarantee and/or mechanisms to reduce the operator's risk are allowable. The plan shall also include construction alternatives for a constrained funding environment—what investments would be made and construction completed if the non-bond resources only equal bond funding.*
- (e) A complete legal analysis of the revenue guarantee and/or mechanisms to reduce the operator's risk, which the authority indicates it would provide to its operator. To mitigate risk, the authority shall provide an analysis of the revenue contribution to the project from the private operator with and without a revenue guarantee and/or mechanisms to reduce the operator's risk. The authority shall discuss alternative financing approaches to make up for any lost revenue in the case of no revenue guarantee and/or mechanisms to reduce the operator's risk.*

Attachment 2

HSRA Meeting Spreadsheet

	Date	Section	Meeting
1	3/1/2010	SF – San Jose	San Mateo City Council HSR Sub Committee
2	3/2/2010	Fresno – Merced	Mayor Svanda, city staff to get an overview of HSR project
3	3/2/2010	Fresno – Merced	Madera County Board of Supervisors
4	3/2/2010	Merced – Sacramento	Midtown Sacramento Business District – Rob Kerth
5	3/2/2010	Merced – Sacramento	Power Inn Alliance
6	3/2/2010	Palmdale – LA	Burbank City Council meeting
7	3/2/2010	Palmdale – LA	LAC Dept of Public Works to discuss Whiteman airport
8	3/2/2010	San Jose – Merced	South of Diridon Station to Tamien Station Alternatives Analysis Public Workshop
9	3/3/2010	LA – Anaheim	Arts District Bid – AA briefing
10	3/3/2010	LA – Anaheim	Bi-weekly meeting with OCTA & Anaheim
11	3/3/2010	LA – San Diego	HSR briefing Assm Eng's staff – update & briefing on new 1-10 alternative
12	3/4/2010	Allamont	Exchange club of Fremont – monthly meeting/ general presentation
13	3/4/2010	Fresno – Merced	Merced booster Club Dinner – CHSRA board members, Mike Lynch
14	3/4/2010	LA – San Diego	Briefing with Nicole Englund of Sup. Molina's staff re update on new I-10 alternative
15	3/4/2010	Merced – Sacramento	Folsom Rotary Club – presentation by Gene Endicott
16	3/4/2010	Merced – Sacramento	Merced Boosters Club – Dinner Mike Lynch
17	3/4/2010	Palmdale – LA	Sup. Gloria Molina staff briefing by P-LA & LA-SD teams and Metro
18	3/5/2010	Bakersfield – Palmdale	Edwards Airforce Base – presentation and general update
19	3/5/2010	Fresno – Merced	City of Chowchilla – staff & electeds briefing
20	3/5/2010	LA – Anaheim	LA Mayor's office – AA briefing
21	3/5/2010	SF – San Jose	Peninsula Cities Consortium – presentation re environ process, AA process
22	3/8/2010	LA – Anaheim	Office of Senator Gil Cedillo, AA briefing
23	3/8/2010	LA – Palmdale	Senator Gil Cedillo staff
24	3/8/2010	LA – San Diego	Briefing with Senator Gil Cedillo's District Staff
25	3/8/2010	LA – San Diego	So Cal ICG Meeting
26	3/8/2010	Merced – Sacramento	Sons in Retirement -- "legacy" request not accepting additional SIRS invitations
27	3/8/2010	SF – San Jose	Briefing with SF Supervisor Sophie Maxwell
28	3/9/2010	LA – Anaheim	Buena Park Council Workshop
29	3/9/2010	LA – Anaheim	Office of Assemblyman Kevin DeLeon, AA briefing
30	3/9/2010	LA – Palmdale	Assemblyman Kevin DeLeon staff
31	3/9/2010	LA – San Diego	Assembly Member Kevin DeLeon's District Staff
32	3/9/2010	LA – San Diego	Briefing with Assembly Member Ed Hernandez's District Staff
33	3/9/2010	LA – San Diego	City of Monterey Park Briefing to Staff - Amy Ho, Principal Management Analyst,
34	3/9/2010	LA – San Diego	Elias Saykali, Director of Public Works, Brian Dowling, Redevelopment Project Manager
35	3/9/2010	LA – San Diego	I-10 Alternative Stakeholder Briefing for City of Rosemead City Council - Contact is Aileen Flores, Public Affairs Manager
36	3/9/2010	LA – San Diego	METRO - LA - IE - SD Alignment - Monthly Outreach Coordination Meeting-Advance Planning for April
37	3/9/2010	Merced – Sacramento	River District business improvement district, Sacramento
38	3/9/2010	SF – San Jose	Palo Alto City Council HSR Subcommittee
39	3/9/2010	SF – San Jose	SAMCEDA Housing & Transportation Committee Meeting
40	3/10/2010	LA – Anaheim	Little Tokyo Community Council - Transportation and Planning/Preservation Committees
41	3/10/2010	LA – Palmdale	LAUSD (Ed Morelan, Pat Schanen)
42	3/10/2010	LA – San Diego	HSR Briefing for Rep. Dreier's District Staff
43	3/10/2010	LA – San Diego	HSR Briefing for Rep. Judy Chu District Staff Bryan Urias
44	3/10/2010	SJ – Merced	Meeting with Ed Tewes, City of Morgan Hill (Eileen Goodwin, Dave Mansen, David Wemmer)
45	3/11/2010	Bakersfield – Fresno	Fresno County Measure C Oversight Committee Meeting Focusing on High Speed Rail
46	3/11/2010	LA – San Diego	San Diego Downtown Partnership - Transportation Committee
47	3/11/2010	LA – San Diego	So Cal ICG Public Relations and Policy Group Meeting
48	3/11/2010	Merced – Sacramento	Steve Cohn, Sacramento City Council

	Date	Section	Meeting
50	3/15/2010	LA – Anaheim	Anaheim 6-project coordination meeting
51	3/15/2010	LA – Anaheim	Downtown Los Angeles Neighborhood Council Transportation Forum with LA-P team
52	3/15/2010	LA – Palmdale	City of San Fernando, San Fernando/Sylmar station site selections
53	3/15/2010	LA – Palmdale	Downtown Los Angeles Neighborhood Council Transportation Forum with LA-A team
54	3/15/2010	LA – Palmdale	High Speed Rail/Rancho Vista Coordination meeting
55	3/15/2010	LA – Palmdale	Rep. Sherman's office/Michael Tou
56	3/15/2010	LA – San Diego	So Cal Technical Coordination Meeting
57	3/15/2010	SF – San Jose	SF Chamber of Commerce City Trip, Washington, DC
58	3/16/2010	Fresno – Bakersfield	Public information meeting for North Fresno, open house
59	3/16/2010	LA – Anaheim	Briefing with Fullerton
60	3/16/2010	LA – Anaheim	Office of Assembly Speaker John Perez with LA-P and Metro
61	3/16/2010	LA – Palmdale	Office of Assembly Speaker John Perez and LA-A and Metro
62	3/16/2010	LA – San Diego	Briefing with Assembly Speaker John Perez staff
63	3/16/2010	SF – San Jose	League of Women Voters of North/South San Mateo County, alternatives analysis process update
64	3/17/2010	Fresno – Bakersfield	Corcoran Irrigation District, discuss PTE and CID property and explain Permission to Enter letters to property owners along proposed alignment for project
65	3/17/2010	LA – Palmdale	Rep. Buck McKeon's district staff Bob Haueter
66	3/17/2010	LA – San Diego	Councilmember Marti Emerald's COS Xema Jacobson
67	3/17/2010	LA – San Diego	SD District 1 Councilmember Sherri Lightner
68	3/17/2010	LA – San Diego	SD District 3 Councilmember Todd Gloria
69	3/17/2010	LA – San Diego	SD District 6 Councilmember Donna Frye's staff Chet Barfield
70	3/17/2010	SF – San Jose	San Mateo City Council, alternatives analysis process update
71	3/18/2010	Fresno – Bakersfield	Fresno County Measure C Oversight Committee Meeting Focusing on High Speed Rail
72	3/18/2010	LA – Anaheim	Office of LA Councilwoman Jan Perry
73	3/18/2010	LA – Anaheim	ULI Marketplace 2010, activity center outreach
74	3/18/2010	LA – Palmdale	Burbank Working Group, station options in Burbank
75	3/18/2010	LA – Palmdale	LA County Regional Planning
76	3/18/2010	LA – Palmdale	Steve Riboli/Winery Briefing
77	3/18/2010	LA – San Diego	Briefing with Assembly Member Nathan Fletcher staff, Melissa Thomas
78	3/18/2010	Merced – Sacramento	Folsom Rotary Club
79	3/19/2010	LA – Anaheim	Briefing: Nicole Englund of Supervisor Gloria Molina's staff
80	3/19/2010	LA – Anaheim	Office of Rep. Roybal-Allard
81	3/19/2010	LA – Palmdale	Briefing: Nicole Englund of Supervisor Gloria Molina's staff
82	3/19/2010	LA – Palmdale	Rep. Roybal-Allard staff, Kim Tachiki
83	3/19/2010	LA – San Diego	Briefing: Nicole Englund of Supervisor Gloria Molina's staff
84	3/19/2010	SF – San Jose	Diridon Station Area Policy Board, alternatives analysis process update
85	3/19/2010	SF – San Jose	Peninsula Cities Consortium, alternatives analysis process update
86	3/29/2010	LA – Anaheim	CalTrans District 7 Briefing
87	3/29/2010	LA – Anaheim	City of Montebello Staff Briefing
88	3/29/2010	LA – Anaheim	City of Vernon Staff Briefing
89	3/29/2010	San Jose – Merced	Department of Water Resources, discussing San Luis Reservoir
90	3/29/2010	LA – Palmdale	NRDC Meeting
91	3/29/2010	LA – Palmdale	CalTrans District 7 Briefing
92	3/29/2010	LA – San Diego	City of Montebello Staff Briefing
93	3/30/2010	LA – Anaheim	City of Commerce Staff Briefing
94	3/30/2010	LA – Anaheim	Office of Rep. Becerra Briefing
95	3/30/2010	LA – Anaheim	City of Norwalk Staff Briefing
96	3/30/2010	Fresno – Merced	Merced County Board of Supervisors
97	3/30/2010	LA – Palmdale	Office of Rep. Becerra Briefing
98	3/31/2010	LA – Anaheim	Bi-weekly meeting with OCTA and Anaheim
99	3/31/2010	LA – Anaheim	City of La Mirada Staff Briefing

	Date	Section	Meeting
100	3/31/2010	LA – Palmdale	Sun Valley Beautiful
101	4/1/2010	LA – Anaheim	City of Buena Park staff briefing
102	4/1/2010	LA – Anaheim	LA – San Gabriel Rivers and Watershed Council
103	4/1/2010	LA – Palmdale	LA – San Gabriel Rivers and Watershed Council
104	4/1/2010	Fresno – Bakersfield	North Fresno Rotary Club
105	4/1/2010	SF – San Jose	JPB meeting, Bob Doty to attend
106	4/1/2010	Merced – Sacramento	Sacramento Technical Working Group Meeting
107	4/1/2010	LA – San Diego	SCAG: Transportation Committee and Regional Council
108	4/1/2010	LA – San Diego	Briefing: Nicole Englund, Supervisor Molina's Staff
109	4/1/2010	LA – San Diego	Friends of the Los Angeles River: HSR and the LA River
110	4/5/2010	LA – Anaheim	Senator Mimi Walters Briefing
111	4/5/2010	LA – Anaheim	City of Orange Parking Coordination
112	4/5/2010	LA – Palmdale	Eagle Rock Neighborhood Council
113	4/5/2010	San Jose – Merced	Transportation Agency for Monterey County (TAMC) Rail Policy Committee
114	4/6/2010	LA – Anaheim	City of Santa Fe Springs Briefing
115	4/6/2010	LA – Anaheim	Assemblyman Chris Norby Briefing
116	4/6/2010	LA – Anaheim	LAUS TWG
117	4/6/2010	LA – San Diego	Uptown Planners Community Planning Group
118	4/6/2010	LA – Palmdale	Councilman Alarcon Staff/CHSRA PMT Monthly Meeting
119	4/6/2010	LA – Palmdale	Pacoima Beautiful
120	4/6/2010	LA – Palmdale	Rotary Club of Burbank
121	4/6/2010	Merced – Sacramento	Power Inn Alliance, Planning and Zone Advisory Committee
122	4/7/2010	LA – San Diego	Mission Valley Community Planning Group
123	4/7/2010	SF – San Jose	Public Meeting on Revised Draft Program EIR (statewide)
124	4/8/2010	LA – Anaheim	Gateway Cities TWG
125	4/8/2010	LA – Anaheim	Fresno – Bakersfield
126	4/8/2010	LA – Anaheim	Kings County Landowners
127	4/8/2010	LA – San Diego	HST – CalTrans District 7, 8 and 11
128	4/8/2010	SF – San Jose	CAHSRA Board Meeting
129	4/8/2010	SF – San Jose	Policymaker Working Group at San Mateo County Transit District
130	4/9/2010	Fresno – Bakersfield	Leadership Visalia and North Tulare Co. HST Presentation
131	4/12/2010	SF – San Jose	SF-SJ Technical Working Group Meeting
132	4/12/2010	LA – Palmdale	Office of Assembly Speaker John Perez Briefing
133	4/12/2010	LA – Anaheim	Office of Assembly Speaker John Perez Briefing
134	4/12/2010	LA – Anaheim	Office of Assemblyman Jose Solario Briefing
135	4/12/2010	LA – San Diego	So Cal ICG Meeting
136	4/12/2010	LA – San Diego	Office of Assembly Speaker John Perez Briefing
137	4/13/2010	LA – Anaheim	City of Buena Park Council Workshop
138	4/13/2010	LA – San Diego	ULI San Diego Breakfast: Transforming San Diego's Business Opportunities
139	4/13/2010	LA – San Diego	METRO: LA-IE-SD Alignment Monthly Outreach Coordination Meeting
140	4/13/2010	LA – San Diego	Carmel Valley Community Planning Board
141	4/14/2010	LA – Anaheim	Bi-Weekly meeting with OCTA and Anaheim
142	4/14/2010	LA – Anaheim	LOSSAN TAC HSR presentation
143	4/14/2010	LA – San Diego	LA Union Station Technical Working Group Meeting
144	4/14/2010	San Jose – Merced	City of Gilroy (Tom Haglund)
145	4/14/2010	LA – Palmdale	Sylmar Women's Club
146	4/14/2010	Fresno – Bakersfield	West Bakersfield Rotary
147	4/14/2010	Fresno – Bakersfield	Kings County Ag Advisory Committee
148	4/15/2010	SF – San Jose	San Mateo AA Community Meeting
149	4/15/2010	SF – San Jose	North Fair Oaks AA Community Meeting

	Date	Section	Meeting
150	4/15/2010	LA – San Diego	Lindbergh Intermodal Transportation Center Meeting
151	4/15/2010	LA – San Diego	Riverside Transit Agency
152	4/15/2010	LA – San Diego	So Cal ICG Meeting
153	4/15/2010	LA – San Diego	Serra Mesa Community Planning Group
154	4/15/2010	LA – Palmdale	Office of Representative Berman Briefing
155	4/15/2010	LA – Palmdale	Foothill Trails District NC
156	4/15/2010	Fresno – Bakersfield	Curt Pringle in Fresno
157	4/15/2010	Fresno – Bakersfield	Bakersfield City Planning Commission
158	4/15/2010	Fresno – Bakersfield	Edison School District Superintendent
159	4/15/2010	Fresno – Bakersfield	Fresno County Ag and Water Leaders
160	4/15/2010	Fresno – Bakersfield	Kern Packers and Shippers
161	4/16/2010	LA – San Diego	Office of Rep. Napolitano Briefing with District Staff
162	4/16/2010	LA – San Diego	City of Alhambra Staff Briefing
163	4/16/2010	LA – San Diego	HSR Presentation: Railone
164	4/16/2010	Fresno – Bakersfield	SJ Valley Road Commissioners
165	4/17/2010	LA – Anaheim	Earth Day on the Promenade
166	4/17/2010	LA – Palmdale	Earth Day on the Promenade
167	4/19/2010	LA – Anaheim	Anaheim 5 Project Briefing
168	4/19/2010	LA – Anaheim	Catellus Meeting
169	4/19/2010	SF – San Jose	Presentation to Rincon Hill/South Beach CAC
170	4/19/2010	SF – San Jose	Burlingame Open House/Council Meeting
171	4/19/2010	SF – San Jose	Mountain View Council Subcommittee
172	4/20/2010	LA – Anaheim	Fullerton City Council Briefing
173	4/20/2010	LA – San Diego	So Cal Technical Coordination Meeting
174	4/20/2010	Fresno – Merced	City of Merced Station Public Workshop
175	4/21/2010	LA – Anaheim	Office of Senator Lou Correa Briefing
176	4/21/2010	San Jose – Merced	Diridon Good Neighbor Committee
177	4/21/2010	LA – San Diego	Kearny Mesa Community Planning Group Meeting
178	4/22/2010	LA – Anaheim	Briefing with Pico Rivera
179	4/22/2010	SF – San Jose	San Carlos briefing
180	4/22/2010	Fresno – Bakersfield	Chafee Zoo Corp, tentative
181	4/23/2010	Merced – Sacramento	Central Valley Rail Committee
182	4/23/2010	SF – San Jose	San Mateo Council of Cities Presentation
183	4/24/2010	LA – Anaheim	Fiesta Broadway
184	4/26/2010	LA – Anaheim	Gateway Cities Administrative Working Group
185	4/26/2010	LA – Anaheim	Office of Supervisor Gloria Molina
186	4/26/2010	Palmdale – LA	Sup. Michael Antonovich District Staff
187	4/26/2010	Palmdale – LA	Arroyo Seco Neighborhood Council
188	4/26/2010	LA – San Diego	Gateway Cities Administrative COG Meeting
189	4/27/2010	LA – Anaheim	Office of Congressman Ed Royce
190	4/27/2010	LA – Anaheim	Trust for Public Land/Councilman Huizar's Office
191	4/27/2010	LA – San Diego	So Ca Regional Team Meeting with 3 teams, SCAG, METRO, SANBAG, SANDAG, RCTC, SDCRAA, FRA, Metro and OCTA
192	4/27/2010	LA – San Diego	LA River Revitalization Corp. Board of Directors Meeting
193	4/27/2010	SF – SJ	Palo Alto AA Community Meeting
194	4/27/2010	Fresno – Bakersfield	Hanford Public Information Meeting
195	4/27/2010	Fresno – Merced	Merced TWG
196	4/27/2010	Fresno – Merced	Madera Technical Working Group For Fresno to Merced Section
197	4/28/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim
198	4/28/2010	LA – San Diego	City of Montebello City Council Briefing
199	4/28/2010	SF – SJ	Millbrae AA Community Meeting

	Date	Section	Meeting
200	4/28/2010	Fresno – Merced	Merced Public Information Meeting
201	4/28/2010	Merced – Sacramento	Stockton Rotary Club – Presentation
202	4/29/2010	LA – Anaheim	Fullerton Open House
203	4/29/2010	SF – SJ	San Francisco Legislative Briefing
204	4/29/2010	SF – SJ	Redwood City Legislative Briefing
205	4/29/2010	LA – San Diego	HST Presentation to RCTC Rail Policy Committee
206	4/29/2010	LA – San Diego	Briefing meeting held at 9:00 am on 4/29/10 with Riverside County Transportation Commission High-Speed Rail Ad Hoc Committee.
207	4/29/2010	San Jose – Merced	SPUR City Trip to San Jose
208	4/29/2010	Fresno – Merced	Madera Public Information Meeting
209	4/29/2010	Bakersfield - Palmdale	City of Lancaster
210	4/30/2010	SF – SJ	PCC Meeting
211	4/30/2010	SF – SJ	Bakersfield - Palmdale
212	4/30/2010	SF – SJ	Edwards Air Force Base, Edwards Community Council.
213	4/30/2010	SF – SJ	Presentation on the HST project
214	5/1/2010	Palmdale – LA	Railroad Days, Downtown Brea
215	5/1/2010	LA – Anaheim	Railroad Days, Downtown Brea
216	5/3/2010	SF – SJ	Mountain View AA Community Meeting
217	5/3/2010	Palmdale – LA	City of Glendale Briefing
218	5/3/2010	Palmdale – LA	Lakeview Terrace Improvement Association
219	5/3/2010	Fresno – Merced	Meeting with Merced and Madera elected officials
220	5/3/2010	San Jose – Merced	Gilroy City Council Study Session
221	5/3/2010	Fresno – Bakersfield	Kings County Planning Commission
222	5/4/2010	LA – Anaheim	Zocola Event: Does rail have a future?
223	5/4/2010	LA – San Diego	Caltrans District 11 Meeting with HST
224	5/4/2010	LA – San Diego	AA Matrix Meeting
225	5/4/2010	Palmdale – LA	Santa Clarita Staff Briefing
226	5/4/2010	SF – SJ	Atherton AA Community Meeting
227	5/4/2010	Fresno – Bakersfield	Wasco/Shafter Public Information Meeting
228	5/4/2010	Fresno – Bakersfield	Meeting with Jeff Fabbri, large landowner/farmer in Kern County
229	5/4/2010	Fresno – Bakersfield	Meeting with Keith Gardner and Patty Poire of Western Properties
230	5/5/2010	LA – Anaheim	Central City Association (CCA)
231	5/5/2010	LA – Anaheim	Nutrilite Briefing (Wednesday, May 5, 2010)
232	5/5/2010	LA – Anaheim	Vernon Technical Briefing (Wednesday, May 5, 2010)
233	5/5/2010	SF – SJ	San Mateo County Legislative Staff Briefing
234	5/5/2010	SF – SJ	Santa Clara County Legislative Staff Briefing
235	5/5/2010	Palmdale – LA	Central City Association (CCA)
236	5/5/2010	Palmdale – LA	LA Neighborhood Initiative
237	5/5/2010	LA – San Diego	Mission Valley Community Planning Group
238	5/5/2010	LA – San Diego	Rancho Penasquitos Planning Board
239	5/5/2010	Fresno – Bakersfield	Corcoran Public Information Meeting
240	5/5/2010	San Jose – Merced	San Jose shallow tunnel option open house
241	5/6/2010	LA – Anaheim	Santa Fe Springs Working Meeting
242	5/6/2010	LA – Anaheim	Gateway Cities TWG
243	5/6/2010	SF – SJ	Staff Booth at San Carlos Hot Harvest Nights Farmers Market
244	5/6/2010	San Jose – Merced	San Jose shallow tunnel option open house
245	5/8/2010	LA – Anaheim	National Train Day, LA Union Station
246	5/8/2010	Palmdale – LA	National Train Day, LA Union Station
247	5/8/2010	LA – San Diego	National Train Day, San Bernadino Depot Station
248	5/10/2010	Palmdale – LA	City of Burbank Briefing
249	5/10/2010	Palmdale – LA	Highland Heritage Trust

	Date	Section	Meeting
250	5/10/2010	SF – SJ	Mountain View Council Subcommittee
251	5/10/2010	SF – SJ	Mountain View Council Subcommittee
252	5/11/2010	Palmdale – LA	Palmdale to Los Angeles update with VICA Transportation Committee
253	5/11/2010	Palmdale – LA	Palmdale to Los Angeles update with City of San Fernando Council and staff
254	5/11/2010	LA – San Diego	METRO-LA-IE-SD Alignment, Monthly Outreach Coordination Meeting
255	5/11/2010	LA – San Diego	City of Los Angeles, Department of Planning (Boyle Heights Community Plan)
256	5/11/2010	SF – SJ	Redwood City Community Meeting
257	5/12/2010	LA – Anaheim	Bi-weekly meeting with OCTA and Anaheim
258	5/12/2010	LA – Anaheim	La Mirada Working Meeting
259	5/12/2010	Palmdale – LA	Mid-Town North Hollywood Neighborhood Council Meeting
260	5/12/2010	LA – San Diego	HST/Caltrans District 7 Coordination Meeting
261	5/12/2010	SF – SJ	Burlingame Community Meeting
262	5/12/2010	Fresno – Merced	Madera "Picnic in the Park" – Health and Safety Fair (sponsored by the Madera County Health Department)
263	5/13/2010	LA – Anaheim	Taste of Anaheim
264	5/13/2010	LA – Anaheim	CMAA- ARTIC Panel Presentation
265	5/13/2010	Palmdale – LA	Valley Working Group briefing (City of LA-Valley Planners, Councilman Alarcon's office, Mayor's office)
266	5/13/2010	LA – San Diego	HST LA-SD Briefing with Commerce, Vernon and Gateway
267	5/13/2010	LA – San Diego	So Cal ICG Meeting
268	5/13/2010	LA – San Diego	Torrey Pines Community Planning Group
269	5/13/2010	SF – SJ	San Mateo Community Meeting
270	5/13/2010	SF – SJ	Mission Bay CAC
271	5/14/2010	SF – SJ	Peninsula Cities Consortium
272	5/15/2010	SF – SJ	Daly City, Brisbane and Visitation Valley Meeting
273	5/17/2010	Palmdale – LA	Valley Working Group briefing (City of LA-Valley Planners, Councilman Alarcon's office, Mayor's office)
274	5/17/2010	Palmdale – LA	Acton Town Council/Agua Dulce Town Council briefing
275	5/17/2010	LA – Anaheim	Office of Supervisor Don Knabe and LA County Planning Director
276	5/17/2010	LA – San Diego	LA to SD AA Round 2 Meeting - Los Angeles County TWG
277	5/17/2010	LA – San Diego	Supervisor Don Knabe Briefing
278	5/17/2010	LA – San Diego	Four Corners Policy Committee
279	5/18/2010	Palmdale – LA	Quartz Hill Town Council
280	5/18/2010	LA – San Diego	So Cal Technical Coordination Meeting
281	5/18/2010	Fresno – Bakersfield	American Council of Engineering Companies, Kern Chapter
282	5/18/2010	Fresno- Merced	Merced County Supervisor Jerry O'Banion
283	5/18/2010	Fresno- Merced	Los Banos & Dos Palos City staff & elected
284	5/18/2010	Bakersfield - Palmdale	Quartz Hill Town Council
285	5/18/2010	LA – Anaheim	Metro/J.Wood Review of Shared Track Alternative
286	5/19/2010	LA – Anaheim	Pico Rivera Working Meeting
287	5/19/2010	LA – Anaheim	OC City Managers Briefing
288	5/19/2010	LA – San Diego	LA to SD AA Round 2 Meeting - Riverside County TWG
289	5/19/2010	SF – SJ	Alternatives Analysis Community Workshop - City of Santa Clara
290	5/20/2010	LA – Anaheim	Norwalk Working Meeting
291	5/20/2010	LA – Anaheim	Orange County Green Fair (O)
292	5/20/2010	LA – San Diego	LA to SD AA Round 2 Meeting - San Diego County TWG
293	5/20/2010	LA – San Diego	Meeting with SANDAG/Gary Gallegos to debrief from SD TWG
294	5/24/2010	Palmdale – LA	City of San Fernando Briefing
295	5/24/2010	LA – San Diego	LA to SD AA Round 2 Meeting - San Bernardino County TWG
296	5/24/2010	Fresno – Merced	Authority Meeting with Madera Businesses likely to be impacted by UP/Highway 99 alignment Chowchilla City Council
297	5/25/2010	LA – San Diego	SANDAG Intermodal Transportation Center (ITC)
298	5/25/2010	LA – San Diego	Follow Up Briefing with City of San Diego
299	5/25/2010	LA – San Diego	Follow Up Briefing with Miramar

	Date	Section	Meeting
300	5/25/2010	LA – San Diego	So Ca Regional Team Meeting with 3 teams, SCAG, METRO, SANBAG, SANDAG, RCTC, SDCRAA, FRA, Metro and OCTA
301	5/25/2010	Fresco- Merced	Madera County Board of Supervisors
302	5/25/2010	Bakersfield - Palmdale	Lancaster City Council
303	5/26/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim
304	5/26/2010	LA – Anaheim	HSR LOSSAN Board Presentation
305	5/26/2010	Palmdale – LA	HSR LOSSAN Board Presentation
306	5/26/2010	SF – SJ	Belmont AA Community Workshop
307	5/26/2010	Fresno – Bakersfield	Edison High School Area - Bakersfield Public Information Meeting on HST Project
308	5/26/2010	San Jose – Merced	Diridon Good Neighbor Committee
309	5/27/2010	LA – Anaheim	Commerce Technical Briefing
310	5/27/2010	LA – Anaheim	Little Tokyo Business Association
311	5/27/2010	LA – San Diego	Follow Up Briefing State Senator Gil Cedillo - Arturo Chavez
312	5/27/2010	LA – San Diego	Follow Up Briefing with staff of Office of Assembly Speaker John A. Pérez - Miguel Martinez and Enrique Gasca
313	5/27/2010	LA – San Diego	Briefing with Supervisor Antonovich's Staff - Michael Cano, Transportation Deputy and others
314	5/27/2010	Bakersfield – Palmdale	Lancaster - Assoc of Rural Town Councils
315	5/27/2010	Palmdale – LA	Association of Rural Town Councils
316	6/1/2010	Merced – Sacramento	Cleaner Air Partnership Technical Advisory Committee (6/1)
317	6/1/2010	SF – San Jose	Menlo Park AA Community Workshop (6/1)
318	6/1/2010	LA – San Diego	Meeting with City of Industry regarding Alignment Route with JD Ballas, City Engineer and Kevin Radecki, City Manager (6/1)
319	6/1/2010	LA – San Diego	LA to SD HST Coordination Meeting with Metrolink - Darrell Maxey and Steve Lantz (6/1)
320	6/1/2010	Bakersfield - Palmdale	Antelope Valley Hispanic Chamber of Commerce (6/1)
321	6/1/2010	Bakersfield - Palmdale	Meeting with founders of University Antelope Valley (6/1)
322	6/1/2010	Fresno- Merced	Planada and LeGrand Community Advisory Council Meetings and the Merced County Farm Bureau (6/1)
323	6/2/2010	Bakersfield - Palmdale	Meeting with representatives of Semptra Energy (6/2)
324	6/2/2010	Bakersfield - Palmdale	HST Stakeholder Pre-Meeting (6/2)
325	6/2/2010	Bakersfield - Palmdale	Lancaster Public Info Meeting (PIM) (6/2)
326	6/2/2010	LA – San Diego	Follow Up Briefing with Miramar Staff (6/2)
327	6/2/2010	LA – Anaheim	Briefing with Metro Corridor Study Teams (L.A. to Anaheim Section) (6/2)
328	6/3/2010	LA – Anaheim	LA Mayor's office and Branford developer (6/3)
329	6/3/2010	Merced – Sacramento	Lodi Chamber Government Affairs Committee (6/4)
330	6/7/2010	LA – Anaheim	Westchester Neighborhood Association (6/7)
331	6/7/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim (6/9)
332	6/7/2010	LA – Anaheim	OC City Managers Workshop (6/9)
333	6/7/2010	Palmdale – LA	Sup. Antonovich Staff Briefing (6/7)
334	6/7/2010	Palmdale – LA	Acton/Agua Dulce Unified School District Meeting (6/7)
335	6/7/2010	Palmdale – LA	Westchester Neighbors Association (6/7)
336	6/7/2010	LA – San Diego	HST: Discussion on LA to SD Alternatives (6/7)
337	6/8/2010	LA – San Diego	SANDAG ITC (6/8)
338	6/8/2010	LA – San Diego	METRO - LA - IE - SD Alignment - Monthly Outreach Coordination Meeting-Advance Planning for July (6/8)
339	6/8/2010	LA – San Diego	San Gabriel Valley COG Staff Prep Meeting (prior to June 17 Transportation Committee meeting) (6/8)
340	6/8/2010	SF – San Jose	San Mateo County Board of Supervisors Presentation (6/8)
341	6/9/2010	Fresno – Bakersfield	Bakersfield City Council (6/9)
342	6/9/2010	LA – Anaheim	Corridor Cities Technical Working Meeting (6/9)
343	6/9/2010	Palmdale – LA	Forest Service Briefing (6/9)
344	6/10/2010	Bakersfield – Palmdale	Tehachapi Public Information Meeting (6/10)
345	6/10/2010	LA – Anaheim	Commerce Technical Briefing (6/10)
346	6/10/2010	LA – Anaheim	Gateway Cities TWG (6/10)
347	6/10/2010	San Jose – Merced	Santa Clara County Roads and Airports: Presentation to Roads Commission (6/10)
348	6/10/2010	San Jose – Merced	Santa Clara County Supervisor Don Gage/South County Joint Planning Advisory Committee (6/10)
349	6/10/2010	SF – San Jose	Santa Clara County Roads Commission Meeting (6/10)

	Date	Section	Meeting
350	6/10/2010	SF – San Jose	San Mateo City/County Association of Governments Meeting (6/10)
351	6/10/2010	SF – San Jose	Sunnyvale AA Community Workshop (6/10)
352	6/11/2010	Palmdale – LA	Councilmember Alarcon and Staff Briefing (6/11)
353	6/14/2010	LA – Anaheim	Briefing with Orange (6/14)
354	6/14/2010	Palmdale – LA	Acton/Agua Dulce Unified School District Meeting (6/14)
355	6/14/2010	LA – San Diego	Briefing with John Fasana (6/14)
356	6/14/2010	LA – San Diego	So Cal ICG Meeting (6/14)
357	6/14/2010	San Jose – Merced	Diridon Good Neighbor Committee (6/14)
358	6/15/2010	San Jose – Merced	Los Banos public meeting (6/15)
359	6/15/2010	San Jose – Merced	Madera County Board of Supervisors (6/15)
360	6/15/2010	San Jose – Merced	Meeting with Steve Tietjen (Los Banos Unified School District) (6/15)
361	6/15/2010	San Jose – Merced	San Jose to Merced Section Team - Los Banos Public Information Meeting (6/15)
362	6/15/2010	Fresno – Bakersfield	Madera County Board of Supervisors (6/15)
363	6/15/2010	Fresno – Bakersfield	Transit Oriented Development presentation with Dr. Elizabeth Deacon at Fresno City Hall (6/15)
364	6/15/2010	Palmdale – LA	State Historic Parks (6/15)
365	6/15/2010	SF – San Jose	Presentation to Sunnyvale City Council (6/15)
366	6/15/2010	SF – San Jose	South San Francisco AA Community Workshop (6/15)
367	6/16/2010	LA – Anaheim	Fullerton Rotary Club (6/16)
368	6/16/2010	LA – Anaheim	Office of Assemblywoman Bonnie Lowenthal (6/16)
369	6/16/2010	Palmdale – LA	Palmdale to Sylmar/San Fernando SWG (6/16)
370	6/16/2010	LA – Anaheim	Corridor Cities Technical Working Meeting (6/16)
371	6/16/2010	SF – San Jose	Presentation to San Francisco Department Heads (6/16)
372	6/16/2010	SF – San Jose	San Mateo Community Workshop (6/16)
373	6/17/2010	SF – San Jose	TWG Meeting (6/17)
374	6/17/2010	SF – San Jose	PWG Meeting (6/17)
375	6/17/2010	SF – San Jose	North Fair Oaks Community Council Workshop (6/17)
376	6/17/2010	Merced – Fresno	Dos Palos Community meeting (6/17)
377	6/17/2010	LA – San Diego	So Cal ICG Public Relations and Policy Group Meeting (6/17)
378	6/17/2010	San Jose – Merced	TWG #3: Local, transportation and resource agencies (6/17)
379	6/17/2010	LA – San Diego	San Gabriel Valley COG - Transportation Committee Meeting (6/17)
380	6/17/2010	LA – San Diego	TWG Meeting with cities/community of Corona, Norco and Eastvale
381	6/18/2010	LA – Anaheim	Gateway Cities Briefing with Roelof Van Ark (6/18)
382	6/21/2010	LA – Anaheim	Anaheim 5 Project Briefing (6/21)
383	6/21/2010	LA – Anaheim	Briefing with Supervisor Molina's Office (6/21)
384	6/21/2010	Fresno – Bakersfield	Discussion on Station/parking/aesthetics/TOD (6/21)
385	6/21/2010	Fresno – Bakersfield	High Speed Train Consultant Coordination Meeting- City of Fresno (6/21)
386	6/21/2010	SF – San Jose	Caltrans (6/21)
387	6/22/2010	LA – San Diego	Joint LA/Metro LAUS TWG (6/22)
388	6/22/2010	SF – San Jose	Mountain View City Council Meeting (6/22)
389	6/22/2010	LA – San Diego	HST LA-SD Section Resource Agency Meeting (6/22)
390	6/22/2010	LA – San Diego	So Ca Regional Team Meeting with 3 teams, SCAG, METRO, SANBAG, SANDAG, RCTC, SDCRAA, FRA, Metro and OCTA (6/22)
391	6/22/2010	Merced – Sacramento	San Joaquin County Board of Supervisors (6/22)
392	6/23/2010	Palmdale – LA	Councilmember Cardenas staff (6/23)
393	6/23/2010	San Jose – Merced	Peninsula Rail Program staff (6/23)
394	6/23/2010	San Jose – Merced	Diridon Good Neighbor Committee (6/23)
395	6/23/2010	Merced – Sacramento	Ron Lowry, Southeast Sacramento County Agricultural Water Authority (6/23)
396	6/24/2010	LA – San Diego	SANDAG - Lindbergh Field ITC (6/24)
397	6/24/2010	Palmdale – LA	Burbank SWG (6/24)
398	6/24/2010	SJ – Merced	TWG #3: Local, transportation and resource agencies (6/24)
399	6/24/2010	LA – Anaheim	OCTA Transportation Committee (6/24)

	Date	Section	Meeting
400	6/24/2010	Fresno – Bakersfield	The 2nd Annual Environmental Partnering Summit (6/24)
401	6/25/2010	SF – San Jose	PCC Meeting (6/25)
402	6/25/2010	Fresno – Bakersfield	San Joaquin Valley Regional Planning Agencies Policy Council (6/25)
403	6/25/2010	LA – Anaheim	Gateway Cities Briefing with Roelof Van Ark (6/25)
404	6/26/2010	Fresno – Bakersfield	June Toy Train Meet - Central California Division (6/26)
405	6/28/2010	SJ – Merced	TWG #3: Local, transportation and resource agencies (6/28)
406	6/28/2010	San Jose – Merced	Gilroy Police and Fire Chiefs (6/28)
407	6/28/2010	San Jose – Merced	Meeting with Tom Haglund (6/28)
408	6/28/2010	San Jose – Merced	Gilroy Alternatives Analysis public meeting (6/28)
409	6/28/2010	LA – Anaheim	Gateway Cities Administrative Working Group (6/28)
410	6/28/2010	LA – San Diego	High Speed Rail Admin Committee Meeting (Gateway Cities) (6/28)
411	6/29/2010	Merced – Sacramento	Dennis Lee, Central Valley Asian-American Chamber (6/29)
412	6/29/2010	Merced – Sacramento	Mark Martinez, San Joaquin County Chamber (6/29)
413	6/29/2010	Fresno – Bakersfield	Bakersfield High School District (6/29)
414	6/29/2010	Fresno – Bakersfield	Laton (6/29)
415	6/29/2010	Fresno – Bakersfield	Hanford City (6/29)
416	6/29/2010	Fresno – Bakersfield	Kings County Agriculture Interest Group (6/29)
417	6/29/2010	Palmdale – LA	Supervisor Yaroslavsky Staff Briefing (Viviane Rescalvo) (6/29)
418	6/29/2010	Palmdale – LA	LA City Planning (6/29)
419	6/29/2010	SF – San Jose	Presentation to San Francisco Transportation Authority Board (BOS) (6/29)
420	6/29/2010	LA – San Diego	"Special" So Cal ICG Call (6/29)
421	6/30/2010	Bakersfield – Fresno	Kings-Tulare Technical Working Group (6/30)
422	6/30/2010	LA – Anaheim	Corridor Cities Technical Working Meeting (6/30)
423	6/30/2010	Palmdale – LA	Councilmember Cardenas staff (6/30)
424	7/1/2010	LA – San Diego	Inland Empire Chapter of APWA (7/1)
425	7/1/2010	Palmdale – LA	Councilmember Tom LaBonge, Lisa Schechter, Legislative Deputy (7/1)
426	7/1/2010	Palmdale – LA	Metro (7/1)
427	7/1/2010	Palmdale – LA	Metro and Mayor's Office (7/1)
428	7/1/2010	LA – Anaheim	Briefing with LA Mayor's Office (7/1)
429	7/1/2010	LA – Anaheim	Corridor Cities TWG (7/1)
430	7/2/2010	LA – Anaheim	Gateway Cities Briefing with Roelof Van Ark (7/2)
431	7/3/2010	LA – Anaheim	LA-A Station Charrettes
432	7/6/2010	Bakersfield – Fresno	Laton Community Services District
433	7/7/2010	Merced – Sacramento	Central Valley Rails to Trails Foundation Board of Directors
434	7/7/2010	SF – San Jose	Bayview Hunters Point Project Area Committee
435	7/7/2010	Palmdale – LA	LA City Council Staff and Mayor's office Briefing
436	7/7/2010	Palmdale – LA	CHSRA Board member Katz Briefing
437	7/7/2010	LA – San Diego	City of Montclair - Staff briefing prior to Council Public Works Subcommittee - Mike Hudson, Public Works Director, Michael Diaz, City Planner, Steve Lusto, Community Development Director and Ed Starr, City Manager
438	7/7/2010	LA – San Diego	Joint Metro/City of El Monte Meeting
439	7/8/2010	Bakersfield – Fresno	Kings County Fair
440	7/9/2010	Bakersfield – Fresno	Kings County Fair
441	7/9/2010	Bakersfield – Fresno	Gilroy Chamber of Commerce Government Relations Committee Meeting
442	7/10/2010	Bakersfield – Fresno	Kings County Fair
443	7/10/2010	LA – Anaheim	Venice Eco Fest
444	7/10/2010	Palmdale – LA	Venice Eco Fest
445	7/11/2010	Bakersfield – Fresno	Kings County Fair
446	7/12/2010	Palmdale – LA	Acton/Agua Dulce Unified School District Meeting
447	7/12/2010	Palmdale – LA	SCRRA/Metro
448	7/12/2010	LA – SD	High-Speed Train Follow-Up Meeting, Murrieta-Temecula
449	7/13/2010	Merced – Sacramento	Central Valley Rails to Trails Foundation Board of Directors

	Date	Section	Meeting
450	7/13/2010	Bakersfield – Fresno	Fresno Lions Club
451	7/13/2010	LA – SD	High-Speed Train Follow-Up Meeting- City of San Gabriel
452	7/13/2010	LA – SD	HST- Follow up meeting - City of El Monte with Minh Thai, Deputy City Manager for Community Development and Rene Bobadilla, City Manager
453	7/13/2010	LA – SD	HST- Follow up meeting - Monterey Park with Rey Alfonso, Assistant City Engineer; Jim Basham, Director of Development Services; Brian Dowling, Redevelopment Project Manager; Amy Ho, Principal Management Analyst
454	7/13/2010	Merced – Sacramento	Sacramento County Board of Supervisors
455	7/13/2010	Merced – Sacramento	Stockton City Council
456	7/13/2010	Palmdale – LA	Metro Monthly Coordination Call
457	7/13/2010	Palmdale – LA	San Fernando Kiwanis Club
458	7/13/2010	San Jose to Merced	San Martin Neighborhood Association (SMNA)
459	7/14/2010	LA – Anaheim	LA Area Chamber of Commerce Transportation Committee
460	7/14/2010	LA – Anaheim	OCBC Infrastructure Committee
461	7/14/2010	LA – SD	HST - Follow up Meeting - City of Alhambra with Jessica Keating and other staff
462	7/15/2010	Fresno - Merced	SJ - Merced PIM (Merced) 6:00 - 8:00 pm.
463	7/15/2010	LA – Anaheim	Los Nietos MASH
464	7/15/2010	LA – Anaheim	Santa Fe Springs Technical Meeting
465	7/15/2010	LA – SD	HST Follow Up Meeting - City of Whittier - Martin Browne
466	7/15/2010	San Jose to Merced	Merced Alternatives Analysis public meeting
467	7/15/2010	SF – San Jose	Policymaker Working Group Meeting
468	7/15/2010	SF – San Jose	Technical Working Group Meeting
469	7/19/2010	LA – Anaheim	Anaheim 5 Project Briefing
470	7/19/2010	LA – Anaheim	City of Montebello Staff Briefing
471	7/19/2010	LA – Anaheim	City of Vernon Staff Briefing
472	7/19/2010	LA – SD	Follow-up Meeting with Pico Rivera
473	7/19/2010	LA – SD	Follow-up Meeting with Vernon
474	7/19/2010	San Jose – Merced	Gilroy City Council Study Session
475	7/19/2010	SF – San Jose	Millbrae Station Staff Office Hours with Engineers
476	7/19/2010	SF – San Jose	Redwood City Station Staff Office Hours with Engineers
477	7/19/2010	SF – San Jose	San Jose Station Staff Office Hours with Engineers
478	7/20/2010	Bakersfield – Fresno	Fresno Lions Club
479	7/20/2010	Fresno – Merced	Fairmead Public Information Meeting
480	7/20/2010	LA – Anaheim	91/605/405 TAC Meeting
481	7/20/2010	LA – SD	91/605/405 TAC Meeting
482	7/20/2010	LA – SD	Follow-up Meeting with Corona City Staff
483	7/20/2010	LA – SD	Follow-up Meeting with San Bernadino/SB International Airport Authority/Mayor/Chief of Staff
484	7/20/2010	LA – SD	TWG Follow-up with Corona, Norco and Eastvale
485	7/20/2010	SF – San Jose	Mountain View Station Staff Office Hours with Engineers
486	7/20/2010	SF – San Jose	SF Planning Department Meeting
487	7/21/2010	LA – Anaheim	Bi-weekly Meeting with OCTA and Anaheim
488	7/21/2010	LA – Anaheim	City of Montebello Webinar/Briefing
489	7/21/2010	LA – SD	Follow-up Meeting with Riverside and March JPA
490	7/21/2010	San Jose – Merced	San Jose Alternatives Analysis Public Meeting
491	7/21/2010	SF – San Jose	Mountain View Kiwanis Club Meeting
492	7/22/2010	Bakersfield – Fresno	Native American Community Meeting
493	7/22/2010	Fresno - Merced	Chowchilla Public Information Meeting
494	7/22/2010	LA – Anaheim	Dave Thomson Speaking at APWA Meeting
495	7/22/2010	LA – SD	Review Potential HSR Maintenance Facility Sites at SANDAG
496	7/22/2010	LA – SD	SANDAG ITC Workshop
497	7/22/2010	San Jose to Merced	Chowchilla Public Information Meeting
498	7/22/2010	San Jose to Merced	Merced County Farm Bureau Board of Directors
499	7/23/2010	LA – SD	Lindbergh High Speed Rail TAP

	Date	Section	Meeting
500	7/23/2010	SF – San Jose	PCC Meeting
501	7/26/2010	LA – Anaheim	City of La Mirada Webinar
502	7/26/2010	LA – Anaheim	Fullerton Station Discussion
503	7/26/2010	LA – SD	City of San Diego
504	7/26/2010	LA – SD	HST Follow Up Meeting - City of Montebello – Michael Huntley
505	7/27/2010	LA – Anaheim	City of Commerce Staff Briefing
506	7/27/2010	LA – Anaheim	City of Commerce Webinar
507	7/27/2010	LA – Anaheim	City of Pico Rivera Webinar
508	7/27/2010	LA – Anaheim	City of Vernon Follow-up with LA-SD Team
509	7/27/2010	LA – SD	Follow Up Meeting with City of Vernon
510	7/27/2010	LA – SD	HSR Meeting with Eastside Phase 2 Project Team
511	7/27/2010	LA – SD	HST Follow-up Meeting - City of Commerce - Jorge Rifa, City Administrator; Bob Zarrilli, Director of Community Development; Alex Hamilton, Assistant Director of Community Development
512	7/28/2010	LA – Anaheim	City of Anaheim Webinar
513	7/28/2010	LA – Anaheim	City of Vernon Webinar
514	7/29/2010	LA – Anaheim	City of Buena Park Webinar
515	7/29/2010	LA – Anaheim	City of Fullerton Webinar
516	7/29/2010	LA – Anaheim	City of Norwalk Webinar
517	7/29/2010	LA – SD	SCAG and LA to San Diego via the IE Project Development Team Coordination Meeting
518	7/29/2010	San Jose to Merced	VTA Executive Briefing
519	7/29/2010	SF – San Jose	Palo Alto City Council Subcommittee*
520	7/31/2010	SF – San Jose	City of San Mateo Community Meeting*
521	8/2/2010	LA – Anaheim	La Mirada Coordination
522	8/3/2010	LA – SD	City of Escondido Follow Up Meeting with City Staff and Timothy McCormick, NCTD
523	8/3/2010	Merced – Fresno	Fresno TWG
524	8/4/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim
525	8/4/2010	LA – SD	Follow up HST meeting - City of Baldwin Park - Vijay Singhal, CEO; William Galvez, Public Works Director; Marc Castagnola, Community Development Manager
526	8/4/2010	LA – SD	HST Presentation to March JPA Board of Directors*
527	8/5/2010	LA – Anaheim	City of Santa Fe Springs
528	8/5/2010	LA – SD	*HST Follow up Meeting - City of West Covina - Andrew Pasmant, City Manager Chris Freeland, Deputy City Manager Shannon Yauchzee, Public Works Director Planning staff – TBD*
529	8/5/2010	Palmdale - LA	Greater Cypress Park Neighborhood Council*
530	8/5/2010	San Jose - Merced	Diridon Good Neighbor Committee Meeting (Pending)*
531	8/5/2010	SF – San Jose	CHSRA Board Meeting*
532	8/6/2010	SF – San Jose	PCC Meeting*
533	8/9/2010	LA – SD	City of Alhambra City Council Presentation*
534	8/9/2010	LA – SD	So Cal ICG Meeting
535	8/9/2010	SF – San Jose	Mission Bay CAC Working Meeting*
536	8/10/2010	Merced – Sacramento	Sacramento City Council presentation (pending)
537	8/10/2010	Palmdale - LA	Metrolink
538	8/11/2010	Bakersfield – Fresno	Kern Technical Working Group
539	8/11/2010	Bakersfield – Fresno	Lemoore Chamber of Commerce
540	8/11/2010	Bakersfield – Fresno	Meeting with Bakersfield City Manager Alan Tandy
541	8/11/2010	Bakersfield – Fresno	Wasco-Shafter PIM - Sequoia Elementary School Cafeteria, 500 E Fresno Ave, Shafter, CA 93263 - 4:00 - 7:00 p.m.
542	8/11/2010	LA – SD	City of Ontario/Los Angeles World Airports (ONT) Follow Up Meeting from TWG (Ontario - Chris Hughes, CM; Tom Danna; Otto Kroutil, Development Agency Director; Jerry Blum, Planning Director; Louis Abi-younes, City Engineer) and LAWA (Pat Tomcheck)
543	8/11/2010	Merced – Sacramento	San Joaquin Farm Bureau Board of Directors meeting (pending)
544	8/11/2010	SF – San Jose	Offices Hours with TWG Members*
545	8/12/2010	LA – SD	City of Alhambra City Council -Special Session (Pending)*
546	8/12/2010	SF – San Jose	Offices Hours with TWG Members*
547	8/12/2010	SF – San Jose	San Mateo C/CAG Meeting*
548	8/13/2010	SF – San Jose	Offices Hours with TWG Members*
549	8/13/2010	SF – San Jose	PCC Meeting*

	Date	Section	Meeting
550	8/14/2010	Palmdale - LA	Nisei Week Festival* - Little Tokyo Plaza, 11:00AM-7:00PM
551	8/15/2010	Palmdale - LA	Nisei Week Festival* Nisei Week Festival* - Little Tokyo Plaza, 11:00AM-7:00PM
552	8/16/2010	LA – Anaheim	Anaheim 5 Project Briefing
553	8/16/2010	LA – Anaheim	Follow-up Meeting with City of Commerce
554	8/16/2010	LA – Anaheim	Norwalk/SFS Station Parking/Traffic Meeting
555	8/16/2010	LA – SD	HST Follow-up Meeting - City of Commerce - Jorge Rifa, City Administrator; Danilo Batson, Assistant Director of Public Services; Alex Hamilton, Assistant Director of Community Development
556	8/16/2010	Merced – Fresno	Azteca Milling Co.
557	8/16/2010	Palmdale - LA	West Adams Neighborhood Council
558	8/16/2010	SJ – Merced	Santa Clara County Roads & Airports and Planning Departments staff
559	8/17/2010	LA – Anaheim	Joint Meeting of SFS and La Mirada Cities re. Valley View
560	8/17/2010	LA – SD	City of Rosemead - HST Briefing with Jeff Allred, City Manager; Matt Hawkesworth Assistant City Manager; Aileen Flores, Public Information Officer; Sheri Bermejo, Principal Planner; Chris Marcarello, Deputy Public Works Director
561	8/17/2010	Palmdale - LA	Rampart Village Neighborhood Council
562	8/18/2010	Bakersfield – Fresno	City of Fresno Asst. City Manager Bruce Rudd and other City staff
563	8/18/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim
564	8/18/2010	Merced – Fresno	Fresno Technical Working Group meeting
565	8/19/2010	Bakersfield – Fresno	Bakersfield High School
566	8/19/2010	Bakersfield – Fresno	Bakersfield Public Information Meeting
567	8/19/2010	Bakersfield – Fresno	Fresno Technical Working Group Meeting
568	8/19/2010	LA – Anaheim	Gateway Cities Technical Working Meeting
569	8/19/2010	LA – SD	Gateway Cities - HSR - Technical Working Group Meeting
570	8/19/2010	LA – SD	So Cal ICG Public Relations and Policy Group Meeting
571	8/19/2010	Palmdale - LA	Metro/Metrolink Meeting
572	8/19/2010	Palmdale - LA	Sylmar Block Captains
573	8/20/2010	Bakersfield – Fresno	Quarterly Board Meeting of the California Partnership for the San Joaquin Valley
574	8/23/2010	Palmdale - LA	Community Open House - Chimbole Cultural Center, Lilac Room, 38350 Sierra Hwy, Palmdale, CA 93550 from 7-9 pm
575	8/24/2010	SJ – Merced	San Jose City Council Meeting - San Jose City Hall (200 E. Santa Clara Street, San Jose)
576	8/24/2010	LA – Anaheim	LAUS Station Charrette Follow-Up Meeting
577	8/24/2010	Palmdale - LA	City of Burbank
578	8/24/2010	Palmdale - LA	Councilmember Cardenas staff, Daniel Skolnick
579	8/24/2010	Palmdale - LA	The Transit Coalition - Philippe the Original, LA, 7-9 pm
580	8/24/2010	Sacramento – Merced	Altamont TWG meeting
581	8/24/2010	Sacramento – Merced	Sacramento County Farm Bureau
582	8/24/2010	SF – SJ	Palo Alto City Council HSR Subcommittee Meeting - 250 Hamilton Ave., Palo Alto, 8:30 – 10:30 a.m.
583	8/24/2010	LA – Anaheim	Anaheim Station Charrette Follow-Up Meeting
584	8/25/2010	LA – SD	City of San Dimas Briefing with Blaine Michaelis, City Manager; Ken Duran, Assistant City Manager; Krishna Patel, Public Works Director
585	8/25/2010	Palmdale - LA	Community Open House - Buena Vista Library, 300 North Buena Vista Street, Burbank, CA 91505, 7-9 pm
586	8/25/2010	Palmdale - LA	Congressman Becerra Briefing
587	8/26/2010	LA – Anaheim	LA County Supervisor Don Knabe
588	8/26/2010	Palmdale - LA	Community Open House - Santa Clarita Sports Complex, 20880 Centre Pointe Pkwy, Santa Clarita, CA 91350, 7-9
589	8/26/2010	SF – SJ	Meeting with Bellarmine Leadership
590	8/26/2010	SF – SJ	PWG Meeting - Mountain View Library, 585 Franklin Street, Mtn. View, 7 – 8:30 p.m.
591	8/26/2010	SF – SJ	TWG Meeting - Mountain View Library, 585 Franklin Street, Mtn. View, 3 – 5 p.m.
592	8/30/2010	LA – Anaheim	Gateway Cities Administrative Committee
593	8/30/2010	LA – SD	Gateway Cities - HSR - Administrative Committee
594	8/30/2010	Palmdale - LA	Acton/Agua Dulce Unified School District Meeting
595	8/31/2010	LA – Anaheim	LAUS TWG
596	8/31/2010	LA – Anaheim	Vernon/710 Coordination
597	8/31/2010	Palmdale - LA	City of Santa Clarita staff briefing
598	9/1/2010	Palmdale - LA	Culver City Rotary Club
599	9/1/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim

	Date	Section	Meeting
600	9/1/2010	Sacramento – Merced	CHSRA Board Meeting (Sac) - 2:30 PM
601	9/2/2010	LA – SD	Gateway Cities - HSR - Technical Working Group Meeting
602	9/2/2010	Palmdale - LA	Greater Cypress Park Neighborhood Council
603	9/2/2010	Sacramento – Merced	CHSRA Board Meeting (Sac) - 9:00 AM, Sacramento City Council Chambers
604	9/3/2010	SF – SJ	Peninsula Cities Consortium Meeting - Belmont City Council Chambers, 1 Twin Pines Lane, Belmont, 8:15 - 10:00 AM
605	9/7/2010	LA – Anaheim	SCAG
606	9/7/2010	LA – Anaheim	LAUS Tour
607	9/7/2010	Palmdale - LA	Metro
608	9/7/2010	Palmdale - LA	SCAG
609	9/7/2010	Palmdale - LA	City of Santa Clarita City Council Presentation - City Hall/Century Room First Floor, 23920 Valencia Blvd, Santa Clarita, CA 91355 - 5:30PM-8:00PM
610	9/7/2010	Bakersfield - Fresno	Caltrans Meeting, Fresno
611	9/8/2010	LA – Anaheim	LAUS Parking & Traffic Meeting
612	9/8/2010	LA – Anaheim	Southern Approach to LAUS
613	9/9/2010	LA – Anaheim	OCTA Transit Committee - OCTA 600 S Main St Orange, CA 92863 – 9 A.M
614	9/9/2010	Palmdale - LA	San Fernando Valley COG Meetings - Van Nuys Civic Center, 6262 Van Nuys Blvd, Suite 110 – 10-11 A.M.
615	9/13/2010	SF – SJ	Mountain View Station Council Study Session - Mountain View Senior Center, 266 Escuela, MV - 6:30 - 9:00 PM
616	9/13/2010	Palmdale - LA	Silverlake Neighborhood Council Transportation and Public Works Committee Meeting - Citi Bank Building, 2450 Glendale Blvd. - 7:00PM-9:00PM
617	9/13/2010	LA - SD	Business meeting with SGVCOG re: MOU and related issues. (Following already-scheduled So Cal ICG meeting occurring at SCAG/LA) - Pending
618	9/13/2010	LA - SD	So Cal ICG Meeting
619	9/13/2010	LA – Anaheim	OCTA Board of Directors – OCTA 600 S Main St Orange, CA 92863 – 9AM
620	9/14/2010	SF – SJ	Meeting w/Millbrae Mayor, Councilmember Papan and Staff
621	9/14/2010	SF – SJ	Meeting w/Millbrae and BART Staff
622	9/14/2010	Palmdale - LA	Supervisor Antonovich Staff Meeting
623	9/14/2010	Palmdale - LA	Northridge West Neighborhood Council - Beckford Elementary/19130 Tulsa Street, Northridge, CA 91326 - 7:00PM-9:00PM
624	9/14/2010	LA – SD	METRO - LA - IE - SD Alignment - Monthly Outreach Coordination Meeting-Advance Planning for October
625	9/14/2010	LA – SD	City of San Dimas City Council Presentation - Senior Center - 201 East Bonita Avenue, San Dimas, CA – 7 p.m.
626	9/14/2010	LA – SD	Alhambra Unified School District - Presentation to School Board - "Board of Education, 1515 W. Mission Road, Alhambra, CA 91803 – 6 p.m.
627	9/14/2010	LA – SD	City of Rosemead City Council Presentation - City of Rosemead City Hall - 8838 East Valley Boulevard, Rosemead, CA 91770 – 7PM
628	9/15/2010	LA – Anaheim	BI-Weekly Meeting with OCTA & Anaheim
629	9/15/2010	Palmdale - LA	Canyon Country Advisory Committee - Mint Canyon Moose Lodge, 18000 Sierra Hwy, Canyon Country, 91351 - 7:00PM-9:00PM
630	9/15/2010	LA - SD	SANDAG/Midcoast Meeting re: Mission Bay Area Alignment - with SANDAG (Linda & Danny); Mid Coast LRT (Leslie/Greg G. & PB); City of San Diego (Tait) & Coaster/NCTD
631	9/16/2010	LA - SD	So Cal ICG Public Relations and Policy Group Meeting
632	9/16/2010	SF – SJ	TWG Meeting - San Carlos Library, 610 Elm Street, 2nd Floor, San Carlos - 3:00-5:00 PM
633	9/16/2010	Bakersfield - Fresno	Kern County Farm Bureau Meeting/Workshop
634	9/17/2010	SF – SJ	PCC Meeting - Belmont City Council Chambers, 1 Twin Pines Lane, Belmont - 8:15 - 10:00 AM
635	9/17/2010	LA - SD	SANDAG Transportation Committee - "SANDAG, 401 B Street, Suite 800, San Diego, CA 92101, ph: (619) 699-1900 – 9AM - 12PM
636	9/17/2010	LA - SD	CEO's Meeting
637	9/20/2010	LA – Anaheim	Vernon City Council Presentation - Vernon City Hall, 4305 South Santa Fe Avenue Vernon, CA 90058, 9 AM
638	9/20/2010	LA – Anaheim	Pico Rivera Briefing
639	9/20/2010	LA – Anaheim	Anaheim 5 Project Briefing
640	9/21/2010	SF – SJ	PWG Meeting - San Mateo Library, 55 3rd Ave., San Mateo, 7:00 - 9:00 PM
641	9/21/2010	Palmdale - LA	Downtown LA Community Meeting – Metro One Gateway Plaza Los Angeles, CA 90012 – 4:30 – 9 PM
642	9/21/2010	LA – Anaheim	Downtown LA Community Meeting – Metro One Gateway Plaza Los Angeles, CA 90012, 4:30–9 PM
643	9/21/2010	LA – SD	Downtown LA Community Meeting – Metro One Gateway Plaza Los Angeles, CA 90012 – 4:30 – 9 PM
644	9/22/2010	LA – Anaheim	Vernon Briefing
645	9/22/2010	LA – Anaheim	Montebello City Council Workshop - "Montebello City Hall 1600 W Beverly Blvd. Montebello, CA 90640, 5 PM
646	9/22/2010	Palmdale - LA	Burbank Noon Kiwanis - Burbank YMCA, 321 E. Magnolia Ave, Burbank, CA, 12 – 2PM
647	9/22/2010	Palmdale - LA	Sempra Energy
648	9/22/2010	Palmdale - LA	Palmdale Water District briefing
649	9/22/2010	LA - SD	September Southern California Regional Meeting

	Date	Section	Meeting
650	9/23/2010	LA - SD	High-Speed Train Presentation, I-215 South Economic Recovery Luncheon - Perris Fairgrounds, 18700 Lake Perris Drive, Perris - Harrison Hall, 11:30 – 1PM
651	9/23/2010	Palmdale - LA	ULI - High Speed Rail Summit - Anaheim Convention Center - 800 W. Katella Avenue, Anaheim, CA, 8 AM – 4:30 PM
652	9/23/2010	Merced - Fresno	Madera County staff
653	9/23/2010	Merced - Fresno	Madera TWG
654	9/23/2010	Merced - Fresno	Merced TWG
655	9/25/2010	SF – SJ	Redwood City Salsa Festival - Downtown Redwood City, 12 - 8 PM
656	9/27/2010	LA – Anaheim	LAUS TWG - Ridership and Revenue Discussion
657	9/27/2010	LA – SD	"HST Briefing with USC - Office of the General Counsel - Real Estate and Asset Management - David Galaviz; Brian League; Kristina Raspe and Laurie Stone
658	9/28/2010	SJ – Merced	Madera PIM - Madera County Fairgrounds, 4-7pm
659	9/28/2010	LA – Anaheim	Commerce Briefing
660	9/28/2010	LA – Anaheim	Fullerton Briefing
661	9/28/2010	LA – Anaheim	Santa Fe Springs Briefing
662	9/28/2010	LA – Anaheim	Pico Rivera Briefing - Pico Rivera City Hall - 6615 Passons Boulevard Pico Rivera, CA 90660, 6:00 p.m.
663	9/28/2010	LA – SD	HST Follow up Meeting - Supervisor Knabe's Office
664	9/28/2010	Merced – Fresno	Madera PIM - Madera County Fairgrounds, 4-7pm
665	9/28/2010	SF – SJ	Meeting w/ City of Brisbane
666	9/29/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim
667	9/29/2010	LA – Anaheim	Buena Park Briefing
668	9/29/2010	SF – SJ	Office Hours
669	9/30/2010	LA – Anaheim	Bellflower Rotary
670	9/30/2010	LA – Anaheim	La Mirada Briefing
671	9/30/2010	SF – SJ	Office Hours
672	9/30/2010	SF – SJ	San Mateo Community Meeting - San Mateo Library, Oak Room, 55 W. 3rd Ave., San Mateo, 6:30 - 8:30 PM
673	10/1/2010	SF – SJ	Office Hours
674	10/1/2010	SF – SJ	PCC Meeting - Palo Alto City Hall, 250 Hamilton, 8:15 - 10:00 AM
675	10/4/2010	LA – Anaheim	Vernon City Council Presentation (10/4)
676	10/4/2010	LA – Anaheim	Montebello Briefing (10/4)
677	10/4/2010	LA – San Diego	City of Pomona City Council Presentation (10/4)
678	10/4/2010	LA – San Diego	City of Pomona City Council Presentation (10/4)
679	10/5/2010	San Jose – Merced	Merced PIM (10/5)
680	10/5/2010	Fresno- Merced	Madera PIM (10/5)
681	10/5/2010	LA – San Diego	SANDAG/ITC Follow up meeting with Tait Galloway and others (10/5)
682	10/5/2010	LA – San Diego	L.A. River Rehearsal Meeting (10/5)
683	10/5/2010	LA – San Diego	SANDAG/ITC Follow up meeting with Tait Galloway and others (10/5)
684	10/5/2010	LA – San Diego	L.A. River Rehearsal Meeting (10/5)
685	10/6/2010	LA – San Diego	CAHST Los Angeles River Meeting (10/6)
686	10/6/2010	LA – San Diego	I-10 Community Meeting (10/6)
687	10/6/2010	LA – San Diego	CAHST Los Angeles River Meeting (10/6)
688	10/6/2010	LA – San Diego	I-10 Community Meeting (10/6)
689	10/6/2010	LA – Anaheim	GCCOG Transportation Committee (10/6)
690	10/6/2010	LA – Anaheim	Commerce Briefing (10/6)
691	10/6/2010	Palmdale – LA	USACE (10/6)
692	10/6/2010	SF – San Jose	Coordination meeting re: Millbrae Station (10/6)
693	10/7/2010	SF – San Jose	Palo Alto Station Workshop (10/7)
694	10/7/2010	SF – San Jose	PCC Meeting (10/7-8)
695	10/7/2010	LA – Anaheim	Gateway Cities TWG (10/7)
696	10/7/2010	LA – San Diego	Gateway Cities - HSR - Technical Working Group Meeting (10/7)
697	10/7/2010	LA – San Diego	HST Meeting with SANBAG-Colton-Rialto-Fontana (10/7)
698	10/7/2010	Palmdale – LA	Environmental Priorities Network (10/7)
699	10/7/2010	LA – San Diego	Gateway Cities - HSR - Technical Working Group Meeting (10/7)

	Date	Section	Meeting
700	10/7/2010	LA – San Diego	HST Meeting with SANBAG-Colton-Rialto-Fontana (10/7)
701	10/8/2010	Merced – Sacramento	Mark Martinez, CEO, San Joaquin Hispanic Chamber
702	10/8/2010	Merced – Sacramento	Doug Wilhoit, CEO, Greater Stockton Chamber
703	10/8/2010	Fresno – Bakersfield	Tulare Rotary Club (10/8)
704	10/11/2010	San Jose – Merced	Tribal Cultural Consultation meeting (10/11-12)
705	10/11/2010	LA – San Diego	So Cal ICG Meeting (10/11)
706	10/11/2010	SF – San Jose	Mission Bay CAC Meeting (10/11)
707	10/12/2010	LA – San Diego	METRO - LA -IE-SD - Monthly Outreach Coordination Meeting/Advance Planning for November (10/12)
708	10/12/2010	Palmdale – LA	Downtown 2010 Symposium (10/12)
709	10/12/2010	Palmdale – LA	Armenian Engineers and Scientists of America (10/12)
710	10/12/2010	LA – Anaheim	BIA Union Contractors Council (10/12)
711	10/12/2010	LA – Anaheim	So Cal Railway Club (10/12)
712	10/12/2010	LA – Anaheim	Downtown 2020 CCA Event (10/12)
713	10/13/2010	SF – San Jose	RWC Station Workshop (10/13)
714	10/13/2010	LA – Anaheim	La Mirada Briefing (10/13)
715	10/13/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim (10/13)
716	10/13/2010	LA – San Diego	Presentation to Escondido City Council (10/13)
717	10/13/2010	Palmdale – LA	LA - Palmdale Team & OLDA Burbank Airport Access (10/13)
718	10/13/2010	Palmdale – LA	Follow Up - LAUS to Palmdale Briefing (10/13)
719	10/14/2010	San Jose – Merced	San Benito County staff (10/14)
720	10/14/2010	Fresno- Merced	Latino Community Roundtable - Alliance Building, Merced (10/14)
721	10/14/2010	LA – Anaheim	CMAA Owners Night (10/14)
722	10/15/2010	Fresno – Bakersfield	Fig Garden Rotary Club (10/15)
723	10/15/2010	LA – San Diego	CEO's Meeting (10/15)
724	10/15/2010	Palmdale – LA	San Fernando Valley COG Meeting (10/15)
725	10/17/2010	Fresno – Bakersfield	The Big Fresno Fair - Fresno Fairgrounds (10/17)
726	10/17/2010	Palmdale – LA	Depot Day - Griffith Park Los Angeles, CA (10/17)
727	10/17/2010	LA – Anaheim	Depot Day - Griffith Park Los Angeles, CA (10/17)
728	10/18/2010	SF – San Jose	Newhall Neighborhood Meeting (10/18)
729	10/18/2010	Merced – Sacramento	Angelique Ashby, Sacramento City Council Member-elect (10/18)
730	10/18/2010	LA – Anaheim	Anaheim 5 Project Briefing (10/18)
731	10/18/2010	LA – Anaheim	Montebello VMF Charrette (10/18)
732	10/18/2010	San Jose – Merced	City of Gilroy staff (Don Dey, Tom Haglund) (10/18)
733	10/18/2010	LA – San Diego	Cal-Trans Section Report Meeting (10/18)
734	10/19/2010	LA – San Diego	City of San Gabriel City Council Presentation (10/19)
735	10/19/2010	Palmdale – LA	Arleta Neighborhood Council (10/19)
736	10/21/2010	San Jose – Merced	US Bureau of Reclamation (10/21)
737	10/21/2010	SF – San Jose	PWG Meeting - Mountain View Library (10/21)
738	10/22/2010	SF – San Jose	PCC Meeting (10/22)
739	10/22/2010	SF – San Jose	Peninsula Association of Contractors and Engineers Membership Luncheon (10/22)
740	10/22/2010	Fresno – Bakersfield	2010 Valley Land Use Conference - Clovis (10/22)
741	10/25/2010	Palmdale – LA	Acton/Agua Dulce Working Group (10/25)
742	10/25/2010	Palmdale – LA	City of Santa Clarita (10/25)
743	10/25/2010	LA – Anaheim	Fullerton Station Charrette (10/25)
744	10/26/2010	LA – San Diego	HST Follow-up Meeting - Pomona - Matt Pilarz, Daryl Grigsby, Ron Chan, Ali Eskandary, (10/26)
745	10/26/2010	LA – San Diego	HST Follow up/Joint Meeting (10/26)
746	10/26/2010	LA – Anaheim	Little Tokyo Community Council (10/26)
747	10/26/2010	SF – San Jose	BART Warm Springs Tour for TWG & PWG Members (10/26, 10/28)
748	10/26/2010	SF – San Jose	Burlingame "locate partial trench covers/add value" meeting (10/26)
749	10/26/2010	Bakersfield – Palmdale	Los Angeles Dept of Water & Power (10/26)

	Date	Section	Meeting
750	10/27/2010	Merced – Sacramento	Jose Rodríguez, El Concilio (10/27)
751	10/27/2010	Bakersfield – Palmdale	Mojave and Spaceport (10/27)
752	10/27/2010	LA – San Diego	HST - Rosemead Community Open House (10/27)
753	10/28/2010	SF – San Jose	City of San Mateo Downtown Stakeholders Open House (10/28)
754	10/28/2010	SF – San Jose	Millbrae Station Workshop (10/28)
755	10/28/2010	SF – San Jose	San Mateo Downtown Stakeholders Meeting (10/28)
756	10/28/2010	Fresno – Bakersfield	Fresno Economic Development Corporation Annual Meeting (10/28)
757	10/28/2010	Fresno – Bakersfield	CEO van Ark's meeting with the Agriculture community (10/28)
758	10/28/2010	LA – San Diego	RCTC Commissioners High Speed Rail Ad Hoc - RCTC (10/28)
759	10/28/2010	LA – San Diego	HST - Alhambra Community Open House (10/28)
760	10/29/2010	LA – Anaheim	Mobility 21 Conference (10/29)
761	11/1/2010	SF – San Jose	Newhall Neighborhood Meeting (11/1)
762	11/1/2010	LA – San Diego	HST Planning Meeting - ACE Improvements & Alhambra Sub-Division with Rick Richmond and others (11/1)
763	11/1/2010	LA – San Diego	SGVCOG - LA-SD Team Meeting with I-10 Working Group (11/1)
764	11/1/2010	LA – Anaheim	Buena Park Station Charrette (11/1)
765	11/1/2010	LA – Anaheim	Vernon Follow Up Meeting (11/1)
766	11/1/2010	LA – Anaheim	Whittier County Community Coordinating Council (WCCCC) (11/1)
767	11/2/2010	LA – San Diego	Monthly SANDAG - HSR - ITC - Mid-Coast Meeting (11/2)
768	11/2/2010	LA – San Diego	APA Conference Panel - Transforming the Transportation and Urban Landscape in the U.S.- High Speed Rail for a Developing Country (11/2)
769	11/2/2010	LA – San Diego	City of West Covina - City Council Presentation (11/2)
770	11/2/2010	LA – Anaheim	OC City Managers Meeting (11/2)
771	11/2/2010	LA – Anaheim	LA Ridership Forecast Follow-Up (11/2)
772	11/2/2010	LA – Anaheim	Gold Line Relocation Coordination (11/2)
773	11/2/2010	Merced – Sacramento	One-on-one Briefing - Pat Rabelo, president, South San Joaquin Hispanic Chamber (11/2)
774	11/2/2010	Merced – Sacramento	One-on-one Briefing - Trevor Atkinson, Campaign for Common Ground (11/2)
775	11/3/2010	Fresno – Bakersfield	Commercial Real Estate Women of Fresno (11/3)
776	11/3/2010	LA – San Diego	HST Follow up meeting: Ontario, LAWA, Fontana, Rancho Cucamonga (11/3)
777	11/3/2010	San Jose – Merced	Morgan Hill City Council Study Session (11/3)
778	11/3/2010	SF – San Jose	Redwood City Station Workshop (11/3)
779	11/4/2010	SF – San Jose	San Jose Community Meeting (11/4)
780	11/4/2010	San Jose – Merced	City of Gilroy/Tom Haglund, Don Dey (11/4)
781	11/4/2010	San Jose – Merced	City of San Jose Community Town Hall (11/4)
782	11/4/2010	LA – Anaheim	Joint Meeting of SFS and La Mirada Cities re. Grade Separations (11/4)
783	11/4/2010	LA – Anaheim	Gateway Cities TWG (11/4)
784	11/4/2010	LA – San Diego	Gateway Cities TWG (11/4)
785	11/5/2010	SF – San Jose	PCC Meeting (11/5)
786	11/8/2010	LA – San Diego	So Cal ICG Meeting (11/8)
787	11/8/2010	LA – San Diego	City of Alhambra HST Presentation (11/8)
788	11/9/2010	SF – San Jose	Carrie Bowen present for HSR event for Women in Transportation (11/9)
789	11/9/2010	LA – San Diego	METRO - LA - IE - SD Alignment - Monthly Outreach Coordination Meeting (11/9)
790	11/9/2010	LA – San Diego	HST Presentation - City of South El Monte (11/9)
791	11/9/2010	LA – San Diego	HST Presentation - City of Claremont (11/9)
792	11/9/2010	LA – Anaheim	Santa Fe Springs/Norwalk Station Charrette (11/9)
793	11/9/2010	LA – Anaheim	Santa Fe Springs Council Briefing (11/9)
794	11/10/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim (11/10)
795	11/10/2010	LA – Anaheim	LTCC Transit Committee (11/10)
796	11/13/2010	Merced – Sacramento	Council of Asian Pacific Islanders Together for Advocacy and Leadership (CAPITAL) (11/13)
797	11/15/2010	SF – San Jose	Hillsdale Station Area Plan (11/15)
798	11/15/2010	LA – Anaheim	Anaheim 5 Project Briefing (11/15)
799	11/16/2010	LA – San Diego	HSR- Commerce City Council Meeting (11/16)

	Date	Section	Meeting
800	11/16/2010	LA – Anaheim	Commerce City Council Briefing (11/16)
801	11/17/2010	LA – Anaheim	LADOT Dash Coordination (11/17)
802	11/17/2010	Fresno – Bakersfield	Hispanic Chamber of Commerce (11/17)
803	11/17/2010	Fresno – Bakersfield	Project Management Institute at Caltrans (11/18)
804	11/17/2010	San Jose – Merced	Santa Clara County Roads & Airports Department with City of Morgan Hill and Gilroy staff (11/17)
805	11/17/2010	SF – San Jose	Briefing with city staff (11/17)
806	11/18/2010	SF – San Jose	Technical Working Group Meeting (11/18)
807	11/18/2010	SF – San Jose	Policymaker Working Group Meeting (11/18)
808	11/18/2010	LA – Anaheim	Montebello Open House (11/18)
809	11/18/2010	Palmdale – LA	Dynamic Networking Alliance Santa Clarita Valley (11/18)
810	11/18/2010	San Jose – Merced	California Society of Professional Engineers, Monterey Bay Branch (11/18)
811	11/18/2010	San Jose – Merced	Santa Clara Valley Water District (11/18)
812	11/18/2010	LA – San Diego	So Cal ICG Public Relations and Policy Group Meeting (11/18)
813	11/18/2010	LA – San Diego	San Gabriel Valley COG – Transportation Committee (11/18)
814	11/18/2010	LA – San Diego	HSR- Open House in Montebello (11/18)
815	11/18/2010	Palmdale – LA	Bus Riders Union (11/18)
816	11/19/2010	LA – Anaheim	OC Moves (11/19)
817	11/19/2010	Fresno – Bakersfield	Meeting with Cities of Tulare & Visalia Management Staff (11/19)
818	11/19/2010	LA – San Diego	CEO's Meeting (11/19)
819	11/23/2010	Palmdale – LA	Councilmember Tom LaBonge staff (11/23)
820	11/29/2010	San Jose – Merced	Santa Clara Valley Water District (11/29)
821	11/30/2010	SF – San Jose	Community Workshop - San Francisco: 4th & King Station - 6-8 p.m. (11/30)
822	11/30/2010	LA – Anaheim	Little Tokyo Coordination (11/30)
823	11/30/2010	Palmdale – LA	Jonas Peterson, Santa Clarita Economic Development Corporation (11/30)
824	12/2/2010	All Sections	HSRA Board Meeting (12/2)
825	12/2/2010	LA – Anaheim	Corridor Tour with Congresswoman Roybal-Allard's district staff (12/2)
826	12/2/2010	LA – Anaheim	Gateway Cities TWG (12/2)
827	12/5/2010	Palmdale – LA	North Area Neighborhood Development Council (12/2)
828	12/5/2010	Palmdale – LA	Bus Riders Union (12/8)
829	12/5/2010	Palmdale – LA	Acton/Agua Dulce School Board (12/9)
830	12/5/2010	SF – San Jose	JPB/Caltrain Board Meeting (12/2)
831	12/6/2010	LA – San Diego	San Gabriel Valley High-Speed Rail Working Group (12/6)
832	12/6/2010	LA – San Diego	Presentation to City of Montclair City Council (Workshop) (12/6)
833	12/7/2010	LA – Anaheim	La Mirada Council Briefing (12/7)
834	12/8/2010	Altamont	Tri-Valley Regional Rail Policy Working Group meeting (12/8)
835	12/8/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim (12/8)
836	12/11/2010	Fresno – Bakersfield	Booth at Mercado Latino (12/11)
837	12/13/2010	LA – San Diego	City of Pomona Strategic Planning Session, Luncheon Speaker to Executive staff and City Council (12/13)
838	12/13/2010	LA – San Diego	So Cal ICG Public Relations Meeting (12/13)
839	12/14/2010	LA – Anaheim	Montebello VMF Discussion (12/14)
840	12/14/2010	LA – Anaheim	Presentation to Amelia Mayberry Park Senior Center (12/14)
841	12/15/2010	Merced – Sacramento	Tracy Chamber of Commerce, brief presentation on Altamont Rail Project (12/15)
842	12/15/2010	Altamont	Tracy Chamber of Commerce, brief presentation on Altamont Rail Project and CHSRA update (12/15)
843	12/16/2010	LA – San Diego	HST Briefing - Riverside County Airport Land Use Commission with Ed Cooper, Director and John Guerin, Principal Planner (12/16)
844	12/16/2010	LA – San Diego	HST Briefing - March Air Reserve Base with Major Donald Traud, Public Affairs and Jack Porter, Interim Community Planner (March Air Base Reserve) and Lori Stone, Executive Director and Dan Fairbanks, Planning Director (March JPA:) (12/16)
845	12/16/2010	San Jose – Merced	Meeting between Roelof van Ark and Morgan Hill, Gilroy high-speed rail task force (12/16)
846	12/16/2010	LA – Anaheim	Commerce/Vernon Technical Briefing (12/16)
847	12/17/2010	LA – San Diego	CEO's Meeting (12/17)
848	12/20/2010	All Sections	HSRA Board Meeting (12/20)
849	12/20/2010	San Jose – Merced	Pacheco Pass Property Owner Meeting (12/20)

	Date	Section	Meeting
850	12/20/2010	LA – Anaheim	Anaheim 5 Project Briefing (12/20)
851	12/21/2010	Altamont	Altamont Corridor Partnership Working Group (12/21)
852	12/22/2010	LA – Anaheim	Bi-Weekly Meeting with OCTA & Anaheim (12/22)
853	1/7/2011	LA – San Diego	SANDAG Transportation Committee
854	1/13/2011	LA – San Diego	Madera Kiwanis Club
855	1/14/2011	LA – Anaheim	Japanese High-Speed Rail Seminar
856	1/19/2011	LA – Anaheim	LA River Revitalization Corporation
857	1/22/2011	LA – San Diego	Regional Transportation 101 - Where Do We Go From Here?
858	1/24/2011	San Jose – Merced	Goodyear-Mastic Neighborhood Association
859	1/25/2011	San Jose – Merced	South Santa Clara County Community Engagement workshop #1
860	1/27/2011	San Jose – Merced	South Santa Clara County Community Engagement workshop #2
861	2/1/2011	LA – Anaheim	Downtown LA Neighborhood Council Transit Forum
862	2/1/2011	Palmdale – LA	Downtown Los Angeles Neighborhood Council Briefing
863	2/2/2011	LA – San Diego	City of Los Angeles Neighborhood Council District 32 - Lincoln Heights & Boyle Heights & East LA
864	2/3/2011	SF – San Jose	JPB/Caltrain Board meeting
865	2/7/2011	Sacramento – Merced	Campaign for Common Ground Board of Directors meeting
			Total: 865 Meetings

Attachment 3

2010 Ogilvy Hours by Task (March to November 2010)

Outreach Hours by Task					
	Board Meeting & Regional Outreach	Media Relations/Social Media	Coalition	Website	Totals
February	472	168	26		665
March	684	154	73	91	1003
April	648	431	101	369	1548
May	528	397	155	403	1482
June	569	255	216	330	1370
		Media Relations*		Website/Social Media*	
July	173	131	111	370	784
August	244	85	117	440	886
September	219	123	134	439	914
October**	188	128	117	145	578
November**	188	148	126	128	590
December	invoice not complete				
Total Hours	3721	2010	1174	2715	9620
Pro Bono Hours	1999				
*In the new contract year, media relations and social media were separated into different buckets, with social media activities being merged with website					
**Includes an average for VMA Communications regional outreach because complete outreach hours have not yet been reported by this subcontractor. Full-Time Program Manager will be included from January 2011.					

California High-Speed Rail Authority Strategic Plan

2010 through 2013

Strategic Plan Key

<i>Plan Component</i>	<i>Definition</i>
Mission	Our organization's unique purpose and reason for being
Vision	Our ultimate aspirations for this organization's future impact
Values	Guiding principles that our organization will strive to live by
Goals	The general direction our organization will take to address strategic issues
Objectives	Specific outcomes associated with each goal
Performance Measures	Time-bound and measurable indicators that we are achieving each objective
Strategies	Initiatives the organization will undertake to realize our goals, objectives, and performance measures

This strategic plan serves as a road map for the Authority in our mission to deliver the nation's first high-speed rail system to the people of California. With a mandate of this kind, our strategic goals are clear: to plan for and manage this major public works project effectively and to manage our organization in a manner that successfully supports the project.

For each of these goals, we have developed a series of time-bound performance measures—specific and measurable milestones for meeting our goals. We have also identified strategies that articulate how we will achieve these performance measures. As we pursue these strategies over the next three years, we will monitor their impact on performance, report our progress to the Board annually, and adjust our strategies—where necessary—to ensure success.

Mission, Vision, and Values

OUR MISSION

The mission of the California High-Speed Rail Authority is to plan, design, build, and operate a high-speed train system that provides an efficient, safe, sustainable, and reliable transportation option for the people of California.

OUR VISION

California's high-speed train system improves the quality of life for Californians, provides a model for the nation, and enhances the state's global economic standing.

OUR VALUES

Credibility—offering reliable information and sound expertise.

Integrity—pursuing our mission with the highest personal, professional, and ethical standards.

Transparency—conducting business in an open and public manner.

Collaboration—fostering teamwork within our organization and reaching out for public input and engagement.

Innovation—serving as leaders in our industry and applying new and promising practices for better results.

Mission, Vision, and Values

Efficiency—optimizing resources.

Accountability—being a good steward of the state's assets, delivering on our promises, and upholding the public trust.

GOAL 1

Ensure that the Authority's organizational infrastructure

Objective 1.1 Ensure that the Authority has appropriate staffing levels.

Performance Measures	Strategies
1.1.1 Before July 2010, complete a succession plan that positions the Authority to preserve its institutional knowledge over time.	<ul style="list-style-type: none">○ Identify key subject matter experts of the organization.○ Develop forecasts for turnover in those positions.○ Identify skills needed to replace future vacant positions.○ Identify internal and external candidates for replacing positions.○ Develop professional growth plans for internal replacement of vacating positions.○ Develop hiring plans for replacement of vacating positions.
1.1.2 Before July 2011, establish the Authority's optimal organizational structure.	<ul style="list-style-type: none">○ Increase the number of executive staff by five positions.○ Complete implementation of the 2009 organizational assessment plan and the staff needed to support the plan.○ Re-evaluate the organizational structure's capacity to support the construction phase of the project.
1.1.3 Within six months of a position's authorization or vacancy, take all steps within the Authority's means to fill that position.	<ul style="list-style-type: none">○ Establish and update a library of duty statements and related personnel documents for hiring purposes.○ Identify sufficient workspace for new hires.

Objective 1.2 Ensure that personnel have sufficient training and guidance to effectively contribute to the Authority's efforts.

Performance Measures	Strategies
1.2.1 Within the first month of their employment, provide orientation to 100% of new employees and on-site	<ul style="list-style-type: none">○ Develop new employee orientation.○ Develop new on-site contractor orientation.○ Assign ongoing administration of orientation program.

MAY 2010

GOAL 1

Ensure that the Authority's organizational infrastructure

Performance Measures	Strategies
contractors.	
1.2.2 Annually, conduct a performance evaluation and complete an individual development plan (IDP) with 100% of employees.	<ul style="list-style-type: none"> ○ Develop schedule for completing performance evaluations and IDPs. ○ Develop process for monitoring completion of evaluations and IDPs within scheduled timeframe.
1.2.3 Annually, execute individual training plans with 100% of employees.	<ul style="list-style-type: none"> ○ Develop individual training plans with employees using IDPs and performance evaluations. ○ Develop and monitor organization-wide training plan from individual training plans and mandatory training requirements. ○ Use organization-wide training plan to build annual training budget. ○ Monitor and enforce implementation of training plans.

Objective 1.3 Ensure that the Authority has sound internal controls.

Performance Measures	Strategies
1.3.1 Quarterly, report to the executive management on identification and mitigation of operational risks.	<ul style="list-style-type: none"> ○ Identify the operational areas subject to risk. ○ Investigate operational areas to identify potential risks and assign responsibility to manage them. ○ Develop strategies to avoid or mitigate risks. ○ Monitor implementation of mitigation strategies. ○ Develop and communicate report of risk assessment and mitigation.
1.3.2 Biennially, produce a Financial Integrity and State Managers' Accountability (FISMA) report that accurately reflects the internal control environment and contains strategies for risk	<ul style="list-style-type: none"> ○ Prioritize identified risk areas. ○ Specify risk mitigation plans for high-risk areas. ○ Document and distribute report. ○ Monitor implementation of mitigation plans.

MAY 2010

GOAL 1

Ensure that the Authority's organizational infrastructure

mitigation.	
1.3.3 Annually, review 100% of the Authority's organizational policies and procedures for needed revisions and update accordingly.	<ul style="list-style-type: none">○ Identify operational areas for policies and procedures.○ Develop policies and procedures.○ Communicate new policies and procedures.○ Place policies and procedures in central e-location for viewing.○ Establish a process for annual review and update.

GOAL 1

Ensure that the Authority's organizational infrastructure

Objective 1.4 Ensure that information is managed in a manner that supports efficient operations.

Performance Measures	Strategies
1.4.1 Before July 2010, evaluate current information management standards and protocols and implement improvements.	<ul style="list-style-type: none">○ Evaluate current standards and information management system and make recommendations to the executive director regarding improvements.○ Establish protocols for access rights to documents in database.○ Establish procedures for saving documents on shared drives, including adherence to standard naming conventions.○ Develop and implement an information technology support plan.
1.4.2 By June 2010, implement an internal communications plan and evaluate its effectiveness annually.	<ul style="list-style-type: none">○ Establish formal forums and mechanisms for effective communication among staff.○ Examine and formalize chains of communication between the Authority and contractors.○ Develop additional means of communication between staff and the board.○ Develop and document internal communication strategies in plan.

Objective 2.1 Complete a successful environmental review process.

Performance Measure	Strategies
2.1.1 By October 2012, complete the environmental review process for all Phase 1 sections of the train system.	<ul style="list-style-type: none">○ File the final notices of determination (NOD) and records of decision (ROD) for each Phase 1 section by the deadlines set in the current business plan.○ Identify and commence environmental mitigation measures.

Objective 2.2 Effectively advance right-of-way acquisition.

Performance Measure	Strategies
2.2.1 By June 2010, obtain board approval and begin implementation of a right-of-way plan.	<ul style="list-style-type: none">○ Assess current right-of-way activities.○ Identify feasible alternatives for right-of-way infrastructure and activities.○ Develop a right-of-way plan that reflects optimal approach to right-of-way activities.○ Present right-of-way plan to the board for approval.
2.2.2 By September 2010, establish a right-of-way organizational infrastructure.	<ul style="list-style-type: none">○ Establish an office for right-of-way activities.○ Hire staff for right-of-way activities.○ Establish legal support for the effort.
2.2.3 By December 2010, establish formal processes for right-of-way activities.	<ul style="list-style-type: none">○ Develop right-of-way policies.○ Establish standard operating procedures and tools.○ Establish and define relationships with other state agencies and contractors.

Objective 2.3 Initiate project implementation by producing timely and complete procurement documents.

Performance Measures	Strategies
2.3.1 By September 2011, complete development of procurement documents for sections of the	<ul style="list-style-type: none">○ Maintain a current project master schedule.○ Develop legal and commercial provisions for bid documents.

	system that are funded by the federal stimulus package.	<ul style="list-style-type: none"> ○ Commence right-of-way acquisition process. ○ Obtain Federal Railroad Administration (FRA) approval of rule of particular applicability and California Public Utilities Commission power waiver.
2.3.2	Between December 2011 and October 2012, complete development of procurement documents for all non-stimulus-funded sections of Phase 1.	<ul style="list-style-type: none"> ○ Secure cooperative agreements with agencies and communities. ○ Obtain all necessary environmental permits. ○ Implement insurance strategy's provisions.
2.3.3	By December 2011, make procurement documents available for core systems and operations and maintenance.	<ul style="list-style-type: none"> ○ Complete the technical specifications and 30 percent design for bid documents. ○ Incorporate the most current ridership and revenue forecasts.

Objective 2.4 Enable the start of construction of Phase 1 sections by awarding competitively bid contracts to firms with proposals that offer best value to the state.

Performance Measures	Strategies
2.4.1 Within 15 months after relevant NOD/ROD dates, award the last of the contracts for sections of the system related to federal stimulus funding.	<ul style="list-style-type: none"> ○ Issue requests for qualifications. ○ Conduct industry review of draft requests for proposals (RFP). ○ Obtain agreements for implementing independent utility for stimulus sections.
2.4.2 Within 15 months after relevant NOD/ROD dates, award the last of the contracts for Phase 1 sections of the systems not funded by the stimulus package.	<ul style="list-style-type: none"> ○ Issue the RFPs. ○ Receive and evaluate proposals. ○ Select best value proposal and negotiate terms. ○ Obtain board authorization to award contract.
2.4.3 Within 18 months after related procurement documents are made available, award a contract for core systems and operations and maintenance.	

Objective 2.5 Secure needed resources to fund the rail project.

Performance Measures	Strategies
2.5.1 By September 2012, obligate all funds received in accordance with American Recovery and Reinvestment Act.	<ul style="list-style-type: none">○ Determine the allocation of stimulus funds.○ Execute Letter Of Intent with FRA.○ Execute the Cooperative Grant Agreement.
2.5.2 By December 2012, commit funding for core systems and operations and maintenance, including federal, local, and private monies.	<ul style="list-style-type: none">○ Secure federal funds.○ Receive appropriation of bond proceeds.○ Secure local funding commitments.○ Secure private financing commitments.
2.5.3 Annually, ensure that the Authority is authorized through the State Budget Act to receive needed appropriations.	<ul style="list-style-type: none">○ Determine scope and section of the capital costs to be in the appropriation request.○ Meet deadlines for submitting budget change proposals to the Department of Finance.○ Prepare and submit funding plans per Assembly Bill 3034, Section 270408.

Objective 2.6 Ensure that the public and public agencies are sufficiently informed of and engaged in the project.

Performance Measures	Strategies
2.6.1 Continue to ensure that 100% of the Authority's contractors are meeting their obligation to effectively conduct public outreach.	<ul style="list-style-type: none">○ Include public outreach requirements in the Authority's procurement documents.○ Develop and execute an internal protocol for contractors to follow—from press relations to interaction with community groups.○ Follow up with communities regarding contractor's public outreach efforts.
2.6.2 Ensure that 100% of regional partner entities agree that the Authority has provided their constituents with sufficient access to project information by the time their localities' environmental impact report is complete.	<ul style="list-style-type: none">○ Formalize coordination between Authority's local outreach teams and entities' outreach staff.○ Hold additional public engagement events.

Performance Measures	Strategies
2.6.3 By May 2010, ensure that key public meeting documents are posted on the Authority's web site within two business days.	<ul style="list-style-type: none"> ○ Establish a system and protocol for posting meeting documents.
2.6.4 By June 2010, increase to weekly the updates provided from the Executive Director to the Board and the public regarding key project events.	<ul style="list-style-type: none"> ○ Hire an information officer to support the Deputy Executive Director for Communications, Policy and Public Outreach.
2.6.5 By June 2013, increase by at least 10 percent the percentage of Californians that feel adequately informed about the rail project or feel they have adequate access to that information.	<ul style="list-style-type: none"> ○ Establish the baseline percentage for this performance measure and, if necessary, modify the target accordingly. ○ Improve the quality of the Authority's web site, by making it more user-friendly and regionalized. ○ Refine and improve the Authority's business plan that is submitted to the Legislature biennially. ○ Conduct public engagement events.

Objective 2.7 Accurately develop and refine ridership and revenue forecasts of the high-speed train system.

Performance Measure	Strategy
2.7.1 By June 2010, commence a work plan that will ultimately provide for a continuous process of developing refined ridership and revenue forecasts.	<ul style="list-style-type: none"> ○ Examine and revise the current forecasting model. ○ Run repeated and refined forecasts with the improved model and data. ○ Utilize additional independent peer reviews to critique and validate the forecasts.

Objective 2.8 Effectively manage risks associated with the high-speed train project.

Performance Measure	Strategies
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2.8.1 By October 2010, complete and implement an updated risk management plan for the program.

- Establish the risk management process, including risk identification, risk analysis, and development of risk response.
- Update the risk management plan that identifies tactics to address risks such as those that are safety, technical, financial, political, regulatory, and legal in nature.
- Complete an insurance strategy.
- Execute and monitor the risk management plan.

Attachment 5

**Program Management Oversight Consultant:
Report on Program Management Team Performance
To the
California High-Speed Rail Authority
February 11, 2011**

1. Introduction

The Program Management Oversight team (PMO) has been monitoring the services of the Program Management Team (PMT) since mid-January 2010. Like the PMT and each of the Regional Consultant (RC) teams performing preliminary engineering and environmental work, the PMO's services are based on an Annual Work Program (AWP) that specifies its scope of services, schedule and budget for the period corresponding to each State Fiscal Year. As such, the PMO is in the midst of its 2010/2011 AWP.

The PMO's scope of services includes oversight of each of the major functions of the PMT consisting of operations, engineering, environmental and regional management. The PMO conducts monthly Progress Audits for each of these functions to monitor the PMT's performance. In addition, the PMO is tasked with review of the PMT's monthly progress reports and invoice submittals to monitor adherence to scope, schedule and budget.

2. PMT Organization and Staffing

The PMT is organized to provide the California High-Speed Rail Authority (Authority) with comprehensive program management services consisting of overall program direction, project controls, development and implementation of technical guidance, design of systems elements, technical review, quality assurance, risk management and procurement. The PMT's organization is shown in Figure 1 on page 3 of this report. .

From July through December 2010, the PMT employed an average of 87.3 Full-Time Equivalents (FTE). The FTE breakdown by Task is shown in Table 1 below.

PMT Task	FTE
1 - Program Management/Operations	12.3
2 - Public Outreach	0.0
3 - Engineering & Design Management	41.2
4 - Environmental Management	7.3
5 - Regional Management	19.1
6 - Right-of-Way Acquisition	0.0
7 - Railroad Operations and Ridership	6.0
8 - Construction & Procurement	1.4
Total:	87.3

Table 1 – Average PMT Staffing (July-December 2010)

The PMT's FY 10/11 AWP does not include Public Outreach support since the Authority has contracted separately for those services. There has been no activity by the PMT on the Right-of-Way Acquisition task pending the hiring by the Authority of a Director of Real Property. This position was recently filled and the PMT has started providing right-of-way support services under the Authority's direction.

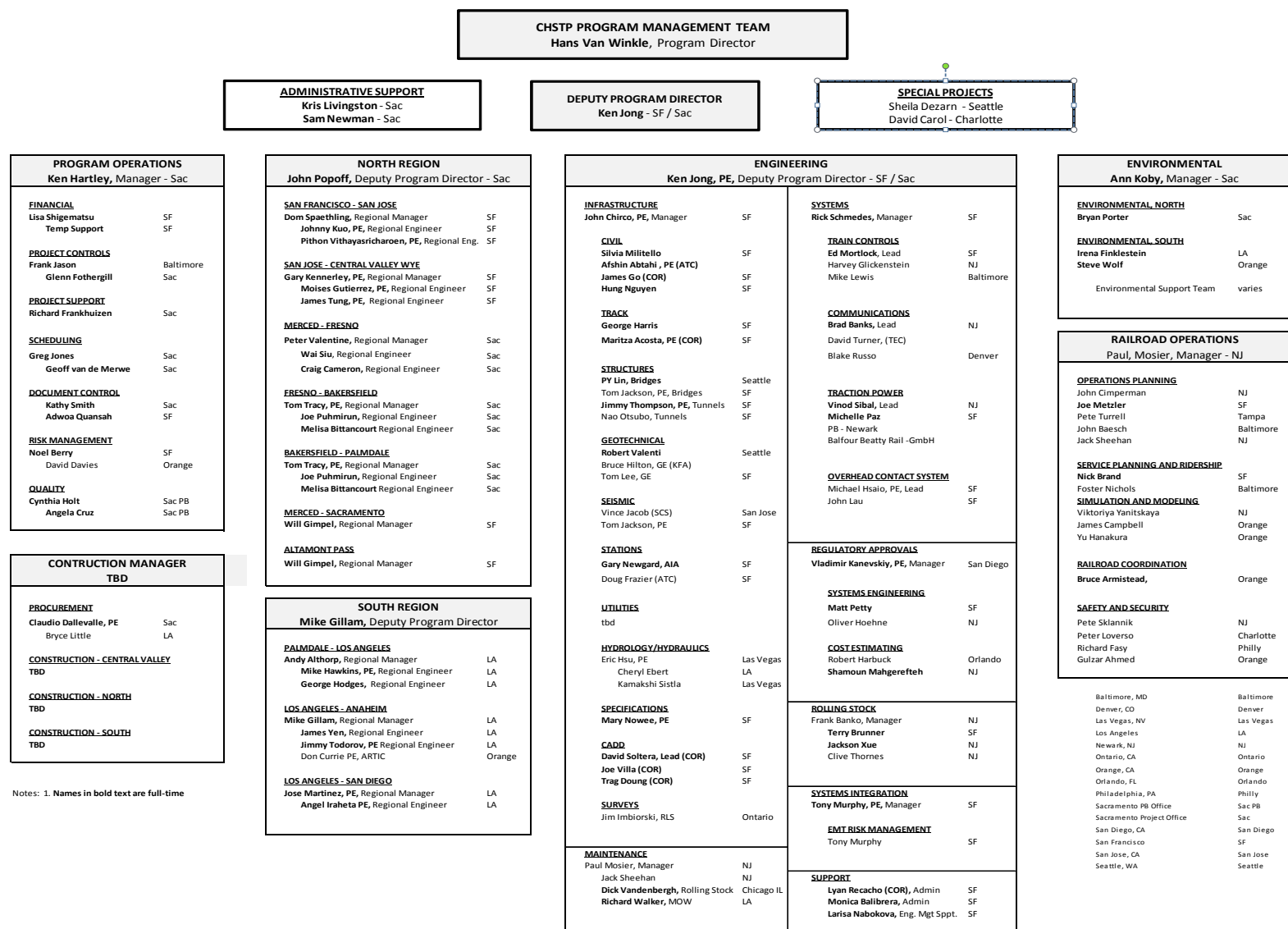
As shown in Figure 1, the PMT is organized into six functional groups – Program Operations, North and South Regions (regional management), Engineering, Environmental, Railroad Operations and Construction Management. The PMO has been monitoring each of these functions with the exception of Construction Management which has not yet started.

The PMT has been led by Program Director, Hans Van Winkle, since he assumed this position in mid-November 2010. Mr. Van Winkle is a retired General from the U.S. Army Corps of Engineers where he managed major construction/rebuilding programs. Mr. Van Winkle was preceded by Cliff Eby who held the position on an interim basis following the departure of Tony Daniels at the end of August 2010.

Mr. Van Winkle is supported by three Deputy Program Directors:

- Ken Jong, P.E., serves as second in command and provides technical support in the area of high-speed rail engineering. Mr. Jong also serves as the lead for the Engineering Management Team (EMT) of the PMT.
- John Popoff, P.E. , (Canada), oversees the management of the Regional Consultants (RCs) for the North Region of the State
- Mike Gillam oversees the management of the RCs for the South Region of the State

Both Popoff and Gillam bring considerable international high-speed rail engineering expertise to the management team. Together they oversee the work of seven full-time Regional Managers who oversee the work of the RCs.



Notes: 1. Names in bold text are full-time

3. Monthly Progress Audits

The PMO has established a process of Monthly Progress Audits which form the basis for the evaluation of the PMT's performance. The PMO has staff assigned to perform oversight and progress audits for the PMT operations, engineering, environmental and regional management groups. PMO staff review the PMT work program and schedules and conduct audit meetings with PMT and RC management staff (for regional oversight). The PMO prepares monthly reports documenting the findings and recommendations of each progress audit. This information is also utilized for the PMO reports to the Authority Board of Directors Operations Committee.

4. PMT Operations

The operations group is led by Ken Hartley with extensive experience in project controls. Mr. Hartley is supported by about a dozen project administration and project controls staff. The operations group monitors the program budget and schedule and performs risk management implementation, quality assurance, document control and "special projects." The operations group produces the monthly progress reports for the program and the PMT which are reviewed by the PMO and reported upon to the Authority Operations Committee.

Budget Monitoring: The operations group monitors the budgets of the PMT itself as well as those of the RCs. The PMT tracks actual monthly expenditures against planned expenditures based on a standardized Work Breakdown Structure (WBS) as one means of monitoring the budgets. In addition, as planned and at the urging of the PMO, the PMT began implementation of Earned Value Analysis in July 2010. The PMT now produces monthly Cost Performance Reports based on the Earned Value method for itself and seven of the project Sections. This reporting for the remaining three Sections is still under development.

The Cost Performance Reports include numerical and graphical tracking of earned value against actual and planned expenditures as well as the Cost and Schedule Performance Indices (CPI and SPI). This method of budget management was facilitated by the approach implemented for this fiscal year's AWP by the PMO and is a significant improvement over the prior methodology.

The PMT has proposed implementation of a change control process which will provide for a formal method of recognizing, documenting, authorizing and accounting for extra work. This is currently under review by the PMO and the Authority.

Schedule Monitoring: Management of the schedule for the preliminary engineering and environmental work has been problematic. The PMT directed the RCs early on to implement Critical Path Method (CPM) scheduling for each of the project Sections. The RCs have continually struggled to maintain solid CPM schedules despite constant prodding by the PMT Regional Managers.

In January 2010, the Federal Railroad Administration (FRA) announced that California would be a major recipient for an American Recovery and Reinvestment Act (ARRA) grant. The Authority had submitted an application listing four of the project sections as candidates. The grant is contingent on meeting certain very aggressive milestone dates for project development and construction. The FRA was not specific at the time as to which of the four project Sections would ultimately receive funding. As such, the Authority accelerated the schedules for all four Sections to meet the required timeline.

Now that the FRA has clarified that the funding will only apply to the two project Sections in the Central Valley, the way forward for construction of the project from the middle toward the ends is defined. The remaining non-ARRA project Sections are now being rescheduled by the PMT and the Authority according to a timeline appropriate to this approach. As a result, the PMT is currently in the process of re-baselining the project schedule.

The frequent reconfiguration of the program has complicated the schedule management process. The PMT is currently developing a new Master Schedule that includes each of the project Sections and extends through the environmental process, through the end of construction and the start of revenue service. The Master Schedule is being “cost loaded” so that the Authority can better plan for the future and identify funding needs. As part of this effort, the RC schedules are being reconfigured so they can be linked to the Master Schedule. Once complete, the Master Schedule will be a significant improvement in the overall management of the program.

The PMT also maintains the “Environmental Milestone Schedule” (EMS) which shows planned dates for eleven key milestones leading to environmental clearance. This is presented in table form and is color coded to indicate milestone dates that have changed or have been completed. The EMS is useful for the intended purpose but has recently been inconsistent and confusing because of the ongoing effort to re-baseline the Program.

Risk Management: The Risk Management Program began in earnest in August 2010 with the completion of the “Draft Risk Management Plan and Significant Programmatic and Regional Risks,” prepared by the PMT. Risk Registers have now been prepared for the overall Program and six of the project Sections (all Phase 1 Sections except Bakersfield-Palmdale) so far. For each risk, the Risk Register identifies the description, cause, effect, probability, management strategies and mitigation actions. The responsibility for mitigation actions are assigned to specific individuals with due dates.

With the risks identified and the mitigation actions assigned, the most critical aspect of the risk management process is in place. Subsequently, the risks will be further quantified and risk analysis using the Monte Carlo method will be conducted. This will ultimately provide an indication of the degree of certainty of meeting the schedule and budget. In addition, the contingency factors used for the cost estimating for the 30% Design will be based on the risk analysis.

Document Control: The PMT currently utilizes a web-based project collaboration system called “ProjectSolve.” This has been effective for posting and sharing of project documents and notifications of new postings and updates. However, the PMT has indicated that Project Solve is not a robust document management system and the PMT has recommended a move to a more capable system in the near future as the program advances into the design and construction phase and beyond. The PMT has performed some research of available options and the PMT and the Authority are discussing how a future document control system should be implemented.

Quality Assurance: The PMT has a quality assurance (QA) manager who monitors the quality control programs of the RCs. The PMT QA manager performs annual audits for each RC and prepares “Nonconformance and Observation” reports on the completeness and adherence to RC internal project quality control plans.

Special Projects: From time to time, the Authority requires certain services of the PMT designated as special projects. Examples include the grant application work the PMT has performed to secure federal

funding for the project through the FRA and preparation of the “Business Plan” and “Report to the Legislature.”

Monthly Progress Reporting: The PMT produces monthly progress reports that summarize the status of both the overall program and the work of the PMT itself. The PMO conducts a critical review of this report for accuracy and consistency and submits written comments and recommendations to the Authority who forwards them to the PMT for response.

Based on the PMO’s recommendations, the PMT’s monthly Progress Reports have been improved significantly. The reports are now more concise while providing additional detail including Cost and Schedule Performance Reports based on earned value methodology and detailed status of all deliverables (products and services) and those behind the baseline schedule specified in the Program Manager’s negotiated and approved Annual Work Program. In addition, the PMO ensures that the hours and costs reported agree with the approved invoices for the same period.

5. Engineering Management Team

The Engineering and Design Management Team (EMT) develops guidance and specifications for completion of preliminary engineering and final design work, performs design for the railroad systems elements, develops standard designs and drawings, prepares standard construction specifications, performs cost estimating and secures regulatory approvals. Following is a brief discussion of the status for each of these tasks:

Guidance for Preliminary Engineering and Final Design: The EMT is developing a series of Technical Memoranda (TMs) that provide guidance for the development of preliminary design by the RCs and for the final design to be completed as part of the future design-build construction contracts. The TMs also cover the systems design work to be completed by the EMT, operations, maintenance, rolling stock and the approach to regulatory approvals. To date, the EMT has completed 75 of 78 planned TMs. The PMO is in the process of reviewing 69 selected TMs and will be providing review comments to the Authority and the PMT.

The PMO has recommended that the EMT revise TM 0.1.1, “Preliminary Engineering (30% Design) Scope Guidelines,” to further clarify the requirements. The PMO and EMT have agreed that the scope of work for aerial structure design can be reduced without compromising the procurement, permitting or cost estimating processes.

Design of Systems Elements: The EMT is tasked with the design of the electrification, communications and automatic train control systems. These are being designed centrally by the EMT in order to ensure a uniform design throughout the system with components that are all compatible. This work is all still in progress and is on schedule. In aggregate, the work is about 49% complete as of the end of December 2010.

Standard Designs and Drawings: The EMT is preparing design and drawings for standard features of the high-speed train project. These designs will be used for standard elements for consistency and economy. This work is also running behind schedule but is not on the critical path. In aggregate, this work was about 37% complete at the end of December 2010.

Standard Construction Specifications: These specifications will control the end product of the construction work for the project to ensure quality and longevity. This work is slightly behind schedule

but not on the critical path. In aggregate, this work was about 9% complete as of the end of December 2010.

Cost Estimating: The EMT has developed a cost estimating methodology for use in 15% and 30% Design. Unit prices have been generated to apply to quantities for various construction elements at the 15% Design stage. The sum product of the unit prices and quantities yields the construction cost estimate (the EDMT's opinion of probable construction cost). Escalation and contingencies are applied for budgeting purposes. For 30% Design, the approach will be refined to yield a more project-specific cost estimate and the contingency will be based on the risk analysis discussed above.

The PMT is in the process of performing a value analysis study for the two Central Valley Sections in order to ensure an optimized, cost-effective design. The PMO is currently reviewing the EDMT's unit prices.

Regulatory Approvals: The EMT has been working diligently toward securing the necessary regulatory approvals from the FRA and the California Public Utilities Commission (CPUC) to operate the high-speed train system and equipment. Since true high-speed rail operation will be new to the U.S., new rules must be adopted to ensure safety. The EMT had been working toward a Petition for a Rule of Particular Applicability (RPA) from the FRA. The FRA has recently stated that it could not issue the RPA until specific rolling stock was selected. In the mean while, the FRA has offered to endorse an "RPA Guidance Document." The EMT is working with the CPUC on an Order Instituting Rule Making for regulatory approval of the high-speed train electrification system and connection to the electrical grid.

6. Environmental Management Team

The PMT develops guidance and standards for preparation of the environmental studies and documents being prepared by the RCs and performs reviews on behalf of the Authority. The PMT is also directing the applications and processing of permits through the various environmental resource agencies. In October 2010, Ann Koby of Parsons Brinckerhoff took over the lead position of the PMT's Environmental Management Team.

Adhering to the aggressive environmental schedule has been problematic. For the ARRA-funded project Sections, the original target date for environmental clearance (Notice of Determination under CEQA and Record of Decision under NEPA – NOD/ROD) was September 2011. This is now revised to December 2011 which should still allow for construction to be completed by 2017 as mandated in the ARRA grant.

A significant issue that has affected the schedule is the U.S. Army Corps of Engineers permitting process under Section 404 of the Clean Water Act. The Corps and the U.S. Environmental Protection Agency are required to concur with three primary steps leading to a permit. The second step (Checkpoint B) is concurrence on the range of alternatives to be considered and the criteria for evaluating the alternatives. The Draft Environmental Document cannot be released for public review until this step is completed.

To date, this step has not been completed for any of the project Sections including the Central Valley Sections, thus holding up the overall process. The PMO believes that this effort should have been initiated earlier in order to minimize potential delays. The critical path in the schedule now, however, may be the revisions necessary to incorporate the cost-containment measures discussed above.

On-going activities that are being included in updated schedules and used to assist in making informed decisions on the overall project approach include:

- Incorporation of Cost-Containment measures
- Checkpoint B concurrence
- Section 7 Consultation
- Section 106 Compliance
- Approvals of Memoranda Of Agreement with state and federal resource agencies (MOAs)

The PMT has also been behind in releasing certain guidance documentation along the way. The following documents need to be finalized and approved so the information can be included in the two Central Valley Section environmental documents:

- Noise and Vibration Guidance
- Guidance on renewable energy
- Permit and approval guidance
- MOAs

7. Regional Management

The RCs for each of the project Sections are supervised by Regional Managers (RMs) from the PMT. The RMs work closely with the RC project managers to ensure that projects are proceeding in accordance with the approved AWP and that any necessary deviations are appropriate. RM tasks include the following:

- Assist with negotiations for and recommend approval of the AWP for their RCs each fiscal year
- Review RC deliverables
- Monitor RC adherence to approved scope, budget and schedules
- Review and approve monthly RC invoices and progress reports
- Attend project meetings with agencies and communities

In general, the RMs have performed satisfactorily while some are more proactive than others as might be expected. In this respect the PMT has made necessary adjustments to assignments and strengthened the RM group where necessary.

8. Railroad Operations

The PMT Railroad Operations group is headed by Paul Mosier in New Jersey with support from staff in San Francisco and from sub-consultant Cambridge Systematics for ridership forecasting. In addition to the ridership work, this group performs train simulation and travel time analysis as part of the evaluation of alignment alternatives and operating scenarios. The work has generally been satisfactory. The U.C. Berkeley Institute for Transportation Studies has reviewed and commented on the PMT's ridership forecasts. The Authority has taken steps to address this by convening a review panel consisting of eminent ridership forecasting experts from around the world.

Attachment 6

Regional Consultant Invoice Review Process & Procedures

RC MPR / INVOICE RELEASE

1. RC completes Monthly Progress Report (MPR) and Invoice by the 10th of each month. (MPR includes the invoice data.)
2. RC's MPR and invoice are posted on ProjectSolve2 (PS2) as well as mailed to CAHSRA.
 - a. CAHSRA date stamps the received Invoice upon receipt (15 day clock begins)
3. RC notifies the CAHSRA, RM and Operations that Invoice is ready for review via email / PS2 alert.

INVOICE REVIEW

4. PMT RM reviews invoice as follows: (within 2 days of receipt)
 - a. Reviews the work performed against the costs charged and monitoring task/subtask expenditures against AWP budgets.
 - b. Compares the billing history with the approved budget.
 - c. Checks the schedule statistics for integrity to plan.
 - d. Reviews the Invoice Cover Fact Sheet.
 - e. Questions and concerns are emailed to the RC and CAHSRA and are resolved by the RC prior to RM approval (Questions and concerns from the RM stop the 15 day clock).
 - f. If the invoice is not approved by the RM, the RC addresses those concerns and resubmits for processing.
 - g. Reviews of the arithmetic and/or individual salaries are not required nor prohibited.

INVOICE APPROVAL

5. To approve the invoice, the RM electronically signs the Invoice Cover Fact Sheet and notifies CAHSRA, RC and PMT Operations via e-mail that the invoice has been approved for processing.
 - a. The approving email to the CAHSRA must include the electronically signed Invoice Cover Fact Sheet (the 15 day clock resumes).
 - b. Electronically signed Invoice Cover Fact Sheet is posted on PS2.
6. CAHSRA reviews and checks invoice dollars, rates contractual invoice requirements.
 - a. Any disputed items are documented and communicated to the RC.
 - b. Questions and concerns from the CHSRA stop the 15 day clock.
 - c. Acceptance of the RC answers by the CHSRA resumes the 15 days clock.
7. CAHSRA either (within 15 days of receipt)
 - a. Accepts and forwards approved invoice to DGS for processing, or
 - b. Rejects and returns invoice to RC for corrections
8. Department of General Services (DGS) processes invoice for payment (within 15 days of receipt).
9. State Controller's Office (SCO) prepares and mails check to RC (within 15 days of receipt).

Flow Sheet

